

SECTION IV

INFRASTRUCTURE INITIATIVES

Activity Based Costing (ABC)/Management for Total Ownership NPR Goal

Description	<p>The purpose of the Activity Based Costing (ABC) implementation initiative is to define requirements and establish an implementation plan for a cost accounting and cost management system (or group of systems) that provides routine visibility into weapon system total ownership costs through activity-based costing and management.</p> <p>Total ownership cost is defined as the sum of all financial resources necessary to organize, equip, and sustain military forces sufficient to meet national goals. It is comprised of the costs to research, develop, acquire, own, operate, and dispose of defense systems, other equipment and real property, and costs to recruit, retain, separate, and otherwise support military and civilian personnel, and all other costs of business operations of the Department.</p> <p>The ABC implementation initiative will focus on:</p> <ul style="list-style-type: none"> • reengineering business processes • consolidating and standardizing systems • improving data accuracy
Objectives	<p>The objective of the ABC implementation initiative is to establish an implementation plan for a cost accounting and cost management system that provides routine visibility into weapon system total ownership costs through activity-based costing management.</p>
Responsible Manager	<p>The ABC office of primary responsibility and responsible manager are:</p> <p>OUSD(A&T) with OUSD(Comptroller) and ODUSD (Logistics) Support <u>Program Manager</u> Chris Knoche</p> <p>DSN: Comm: (703) 695-5166 Fax: E-mail: knochea@acq.osd.mil</p>
Functional Category	<p>The ABC implementation initiative is a cross functional initiative that impacts the following functions:</p> <ul style="list-style-type: none"> • Cost Accounting • Procurement

-
- Personnel
 - Resource Planning and Reporting
 - Operating and Supporting Costs
-

Milestones

The following milestones apply to the ABC implementation initiative.

Action	End Date
Assessment of Current Requirements	Jul 97
Identification TOC Cost Accounting Requirements	Jan 98
Implementation Plan	Jan 99
Implementation ABC Accounting and Management Systems	Sep 98
Completion	Jan 02

Benefits

The qualitative benefits of the ABC implementation initiative leads to increased visibility into:

- weapon system operating and support costs, particularly with respect to cost drivers
 - identification of cost and performance tradeoffs for new and modification programs
 - opportunities to reduce operating expenses in the field
-

Automated Billing Project (ABP)

Description	<p>The Automated Billing Project (ABP) initiative will replace the manual process currently performed using a combination of spreadsheets and locally developed database interfaces to DBMS and Standard Financial System-Redesign (SRD-1). The ABP is an automated billing subsystem of the Defense Business Management System (DBMS). ABP will automate the current manual reimbursable billing process upon receipt of the workcounts, the completed project will automatically sort data by customer, and:</p> <ul style="list-style-type: none"> • prepare and compute bills • update accounting records • interface with the disbursing system for collection and disbursement provide the customer with summary data to support the bill
Title and Description of Nonconformance	<p>The ABP initiative corrects weaknesses that have a critical impact on financial operations or data that impact mission impairment requiring excessive overrides, work-arounds, and or manual intervention in the following areas:</p> <ul style="list-style-type: none"> • compliancy regulations • ability to integrate with other communities <p>Also, the ABP initiative corrects weaknesses that have a critical impact on financial operations or data that impact inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness in the following areas:</p> <ul style="list-style-type: none"> • data accuracy • internal controls
Source of Discovery of Nonconformance	<p>The sources of discovery of nonconformance for the ABP initiative are:</p> <ul style="list-style-type: none"> • non-compliance with regulations • general process improvement
Impact on Current Operations	<p>The ABP initiative has the following impact on current operations:</p> <ul style="list-style-type: none"> • schedule delay in implementing System Change Requests (SCRs) pending the results of the Department's Analysis of Alternatives System Replacement Study (AA)

	<ul style="list-style-type: none">• technical information technology (IT) infrastructure• organizational risk (dependence on new or untested non-IT corporate or business skills, management capabilities or experience)
Objectives	The objective of the ABP initiative is to develop a capability to accept summary workcount information from various systems through an automated interface.
Responsible Manager	<p>The ABP office of primary responsibility and responsible manager are:</p> <p>DFAS-HQ/C <u>Program Manager</u> Tom Joyce</p> <p>DSN: 869-7026 Comm: (614) 693-7026 Fax: E-mail: tjoyce@cleveland.dfas.mil</p>
Functional Category	<p>The ABP initiative is a system level initiative that impacts the following functions:</p> <ul style="list-style-type: none">• Receivables• Collections• Accounts Payables
Supporting System Architecture	<p>The Defense Finance and Accounting Service (DFAS) Columbus Center (CO) generates bills for work performed based on unit work-counts and billing rates associated with those work-counts. Automating data retrieval, compilation, and billing through direct interfaces to accounting and disbursing systems will produce faster and more reliable results. The decision was made to develop ABP as a component of DBMS in order to obtain greater efficiency and retain long-term summary level data that will complement the detailed data contained in the Automated Workcount System.</p> <p>ABP is being designed in a stand-alone architecture so that it can be adapted to any new system should DBMS be replaced in the future.</p>

Milestones

The following completed milestones apply to the ABP initiative.

Action	Begin Date	End Date
Requirements		Aug 96
Develop		Apr 98
SIT		Apr 98
SAT		Apr 98
Install		Jun 98

Resource Requirements

The following implementation costs for the ABP initiative in then years and millions:

The total investment through September 30, 1997 is \$1.3 million.

The total cumulative investment cost through implementation (excluding maintenance) is \$27.2 million through FY 1998.

FY98	FY99	FY00	FY01	FY02	FY03
\$27.2	Pending AA	Pending AA			

Benefits

The following are the qualitative benefits of the ABP initiative.

- ABP automated the billing processes in DBMS. This automation also makes the Accounts Receivables and Billing functions KAR compliant
- Replaces manual approach that relies on spreadsheets and local database access to DBMS and SRD-1 with a standard, automated method
- Provides more accurate and auditable data to a lower level of detail than the current approach
- Provides billing summary information in a timely manner to DFAS headquarters

Budget and Accounting Classification Codes (BACC)

Description	<p>The Department’s Budget and Accounting Classification Codes (BACC) standardization of data initiative provides the means to record all financial transactions using a standard budget and accounting classification code structure within the Department of Defense (DoD).</p> <p>This standard or common data element structure will ensure consistent financial information within the Department’s financial systems. It will also aid significantly in the communication of data both between different financial systems and between financial and non-financial systems.</p>
Impact on Current Operations	<p>The impact on current operations for the BACC initiative is that the BACC has experienced significant slippage while populating the structure with valid data. This slippage is a result of unforeseen problems gathering “as is” data that is used as the basis for developing crosswalks to BACC format.</p> <p>Data has at times been difficult to gather or the data has multiple errors that needs reconciliation and correction. Tactical planning, based on this scenario, has been difficult at best to achieve.</p>
Objectives	<p>The objectives of the BACC initiative are to:</p> <ul style="list-style-type: none">• develop the BACC structure,• identify existing data in use today to be crosswalked to the BACC• generate the detail coding in the BACC fields• assist accounting and feeder system proponents with implementation
Responsible Manager	<p>The BACC office of primary responsibility and responsible manager are:</p> <p>DFAS-HQ/DPP <u>Program Manager</u> Laurel Beatty</p> <p>DSN: 699-3065 Comm: (317) 542-3065 Fax: (317) 543-7905 E-mail: lbeatty@cleveland.dfas.mil</p>

Milestones

The BACC initiative should be implemented in migration systems where business case analyses justifies the investment. The following milestones apply to the BACC initiative:

Action	End Date
Approved BACC structural data elements	Sep 94
Established a BACC Project Office	Sep 96
Global Edit Table (GET) project will have its master accounting classification edit table available for the beginning of FY98.	FY 98

Benefits

The following are qualitative benefits of the BACC initiative:

- allows for eventual DoD-wide utilization
 - controlled and maintained in one central office ensuring the validity
 - serves as the input for the generation of GETs
 - facilitates Electronic Commerce/Electronic Data Interchange
 - reduces unmatched disbursements, and streamlines cross disbursing
-

Civilian Career Management Program (CIVPROG)

Description	The Civilian Career Management Program (CIVPROG) initiative develops and implements an agency career management system that clearly identifies guidelines and processes for the acquisition, training and development, maintenance, and advancement of DFAS employees in all occupational series as set forth in the DFAS Career Management Plans and implementing instructions. Components of the Career Management System include but are not limited to Career Development Plans, the Career Intern Program, Functional and Systems Training, Professional Development and Leadership, Customer Service and Learning Centers.
Title and Description of Nonconformance	The Departments recent initiatives currently being pursued and developed by OSD(C) for all DoD components may impact the timeliness and focus of the DFAS Career Management Programs and Financial Management Educational Training (FMET).
Source of Discovery of Nonconformance	The source of discovery of nonconformance for the CIVPROG initiative was recognized need to implement a standardized career system and program to improve employee performance.
Impact on Current Operations	<p>The Civilian Career Management Program (CIVPROG) has the following impact on current operations:</p> <ul style="list-style-type: none">• training will develop and strengthen employee professional qualifications and leadership abilities• training will prepare employees to perform duties more efficiently and effectively• retention of quality high grade employees• increased educational level of work force
Objectives	To develop and retain a well-trained, competent work force through the implementation of standardized career systems and programs aimed at improving employee performance.

Responsible Manager

The CIVPROG office of primary responsibility and responsible manager are:

DFAS-HQ
Program Manager
 Steve Freeman

DSN: 327-0710
 Comm: (703) 607-0710
 Fax: (703) 607-1397
 E-mail: sfreeman@cleveland.dfas.mil

Functional Category

The CIVPROG is a functional level initiative that impacts the Workplace Improvements function.

Supporting System Architecture

As the financial management education and training program evolved the Defense Business Management University (DBMU) was disestablished and the majority of the personnel and fiscal resources associated with that activity transferred to Defense Finance and Accounting Service.

Milestones

The Department has the following milestones for CIVPROG:

Action	Begin Date
Deputy Director of human resources to manage and administer a Centralized Training Program.	Mar 96
The Defense Business Management University (DBMU) disestablished.	Jun 96
Personnel and fiscal resources associated with the DBMU are transferred to DFAS.	Jul 96
Total DFAS training budget realigned to human resources.	Nov 96

Resource Requirements

The following are implementation costs for the CIVPROG initiative in then years and millions:

The total investment through September 30, 1997 is \$54.8 million.

FY98	FY99	FY00	FY01	FY02	FY03
\$34.0	\$29.9	\$30.0	\$30.8	\$17.6	\$18.1

Benefits

The following are qualitative benefits of the CIVPROG initiative:

- all benefits of the career management system are intangible and the effects will not be recognized in the near term
- increased number of employees qualified to fill higher graded positions
- increased skills of the functional and technical employees
- increased employee satisfaction and morale
- more time for managers and supervisors to focus on real operational issues due to increased effectiveness of employees
- assist supervisors in making effective use of scarce training resources by identifying critical competencies and training courses so that employees can attend the appropriate courses at the appropriate time

The Civilian Career Management Program directly supports the OSD(C) training initiatives.

Columbus MILCON (COMILCON)

Description	<p>The Columbus Military Construction (COMILCON) initiative is the plan to design and construct state of the art facility for the Defense Finance and Accounting Service (DFAS) Columbus Center, and to achieve consolidation of a geographically splintered organization. The COMILCON initiative also provides an agency and departmental training and conference site.</p> <p>The COMILCON initiative will focus on:</p> <ul style="list-style-type: none"> • consolidating locations • improving infrastructure (personnel)
Title and Description of Nonconformance	<p>The COMILCON initiative corrects weaknesses that have a critical impact on financial operations that impacts:</p> <ul style="list-style-type: none"> • availability of promised facility when scheduled • appropriation of Military Construction (MILCON) funds in the amounts and years required • design studies and reviews completed in a timely manner • contracts prepared in a timely manner • contractors completing work as scheduled
Source of Discovery of Nonconformance	<p>The source of discovery of the COMILCON initiative was the replacement of an aged aircraft plant which housed DFAS Columbus (DFAS-CO) and was sold by GSA prompted the initiative.</p>
Impact on Current Operations	<p>The COMILCON initiative provides a state of the art operations center which will geographically consolidate central operations and reduce facility operating costs. The COMILCON project will provide adequate administrative space for the consolidation of the DFAS-CO activities. DFAS-CO was housed in an aged aircraft plant that consisted of several scattered buildings.</p> <p>This project will allow the consolidation of scattered activities in a single, modern operations center there by improving the working environment and hence, productivity. COMILCON will also allow for an agency or departmental training and conference center with state of the art audio and visual equipment.</p>

Objectives The objective of the COMILCON initiative is to replace the aged aircraft plant which houses the DFAS-CO center with a Department-owned modern operations center that provides a habitable, modern, and productive working environment.

Responsible Manager The COMILCON office of primary responsibility and responsible manager are:

DFAS/C
Program Manager
 Joe Lee

DSN: 869-5341
 Comm: (614) 693-5341
 Fax: (614) 693-5100
 E-mail:

Functional Category The COMILCON initiative is a cross-functional level initiative that impacts the Workplace Improvements function.

Supporting System Architecture Although the facility provides a modern operations platform, it does not specifically link to any other Strategic Business Plan initiative.

Milestones The following milestones apply to the COMILCON initiative:

Action	Begin Date	End Date
Contractor turn over - POD A	Jan 99	Jun 99
Contractor turn over - POD B	Mar 99	Jun 99
Contractor turn over - POD C	Mar 99	Jun 99
Install furniture - POD A	Feb 99	Jun 99
Install furniture - POD B	Mar 99	Jun 99
Install furniture - POD C	Mar 99	Jun 99
Vacate AFP #85 - move to bldg. 21	Jul 99	Sep 99

Resource Requirements The following are resource requirements for COMILCON in then years and millions:

The total investment through September 30, 1997 is \$56.5 million.

The total estimated cumulative investment cost through implementation (excluding maintenance) is \$97.8 million through FY 2000.

FY98	FY99	FY00	FY01	FY02	FY03
\$0.03	\$.007	\$.001			

Benefits

The following are quantitative savings and benefits of the COMILCON initiative in then years and thousands:

The payback point for the COMILCON initiative is 2004.

The savings/investment for the COMILCON initiative is \$242,941 (10 years).

FY98	FY99	FY00	FY01	FY02	FY03
		\$20,865	\$20,423	\$21,180	\$21,907

The qualitative benefits of the COMILCON initiative is that it allows for the consolidation of geographically splintered activities into one state of the art center improving facilities, data and telecom infrastructure, allowing for the elimination of redundant functions created by the geographical splintering. The COMILCON initiative also allows for better management of facilities and work force.

Core Financial Management Competencies

Description	<p>The Core Financial Management Competencies initiative identifies the needs and core competencies to improve overall training and development of the comptroller staff. The Defense Advanced Research Project Agency (DARPA) developed this education plan in accordance with the Joint Financial Management Improvement Plan (JFMIP) Framework for core competencies for financial management personnel. DARPA defined the core competencies and established a continuing professional development program for comptroller budget analysts.</p> <p>The core competencies and development program has been integrated into the individual development plans (IDP) for each budget analyst. Each IDP identifies the core training courses and other development activities during rotational assignments between the DARPA Comptroller and Office of Secretary of Defense (OSD).</p>
Title and Description of Nonconformance	<p>The Core Financial Management Competencies initiative corrects weaknesses that impact inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness, and the ability to acquire and administer financial material and information resources.</p>
Source of Discovery of Nonconformance	<p>The source of discovery of nonconformance for the Core Financial Management Competencies initiative is the Joint Financial Management Improvement Plan (JFMIP) objective.</p>
Objectives	<p>The objectives of the Core Financial Management Competencies initiative is to improve infrastructure through educating and training its personnel.</p>
Responsible Manager	<p>The Core Financial Management Competencies office of primary responsibility and responsible manager are:</p> <p>DARPA <u>Program Manager</u> Larry McIlhenny</p> <p>DSN: Comm: (703) 696-2391 Fax: E-mail: lmcilhenny@darpa.mil</p>

Functional Category

The functional categories impacted by the Core Financial Management Competencies initiative are:

- Cost Accounting
- Inventory Tracking and Accounting
- Time and Attendance
- Security Assistance
- Receivables and Collections
- Procurement
- Travel Pay
- Transportation Pay
- Retiree and Annuitant Pay
- Non-Appropriated Funds Accounting
- Personal And Real Property Tracking and Accounting
- Civilian Pay
- Working Capital Fund Accounting
- Debt Management
- Personnel
- Military Pay
- Accounts Payable
- Disbursing
- Resource Planning and Reporting

Benefits

The qualitative benefit of the Core Financial Management Competencies initiative is to ensure the continued viability of DARPA Comptroller careers by addressing issues such as education and training.

College and University Financial System (CUFS) Year 2000 (Y2K)

Description	The College and University Financial System (CUFS) Year 2000 (Y2K) initiative applies to conversion of all date sensitive programs and reports that will be affected by the Y2K issue.
Title and Description of Nonconformance	The CUFS Y2K initiative corrects weaknesses that impact financial operations or data that involve inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness in the area of data accuracy.
Objectives	<p>The objectives of the CUFS Y2K initiative are to:</p> <ul style="list-style-type: none">• implement Y2K compliant system• correct data inaccuracy
Responsible Manager	<p>The CUFS Y2K office of primary responsibility and responsible manager are:</p> <p>Uniformed Services University of the Sciences <u>Program Manager</u> Robert M. Parker</p> <p>DSN: Comm: (301) 295-3287 Fax: E-mail: parker@usuhs.mil</p>
Functional Category	<p>The CUFS Y2K initiative is a system level initiative that impacts the following functions:</p> <ul style="list-style-type: none">• Inventory Tracking and Accounting• Receivables and Collections• Procurement• Travel Pay• Accounts Payable• Disbursing

Supporting System Architecture

The CUFS Y2K initiative receives source data from the following systems:

Source	Data Supplied	Rating
DCPS	Summary Payroll	Timely and Accurate
SPS	Contracts (Obligations)	Timely and Accurate

The CUFS Y2K initiative transmits data to the following systems:

Destination	Data Supplied	Rating
SPS	Requisition (Commitment)	Timely and Accurate
IPC	Automated Disbursement	Timely and Accurate

Milestones

The following milestones apply to the CUFS Y2K initiative.

Action	Begin Date	End Date
Need Established	May 97	
Assessment Phase	Aug 97	Oct 97
Renovation Phase	Oct 97	Jul 98
Validation Phase	Jul 98	Sep 98
Completion		Sep 98

Concerto – Human Resources Management System (HRMS)

Description	<p>The Concerto Human Resources Management System (HRMS) replacement initiative will replace the legacy Human Resources, Training, and Security systems with commercial-off-the-shelf (COTS) technology.</p> <p>The intelligence community has been given authority to use the HRMS for two years while they develop a transition to the modern Defense Civilian Personnel Data System (DCPS). The DCPS is the single standard civilian personnel data system for the Department.</p> <p>The Concerto HRMS replacement initiative will focus on:</p> <ul style="list-style-type: none"> • improving data accuracy • integrating with other communities • assessing internal controls
Title and Description of Nonconformance	<p>The Concerto HRMS initiative corrects weaknesses that have a critical impact on financial operations or data that impact inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness in the following areas:</p> <ul style="list-style-type: none"> • data accuracy • compliancy with regulations • ability to integrate with other communities • payroll <p>The Concerto HRMS initiative corrects weaknesses that have a critical impact on financial operations or data that impact mission impairment requiring excessive overrides, work-arounds, and manual intervention regarding internal controls.</p>
Source of Discovery of Nonconformance	<p>The sources of discovery of nonconformance for the Concerto HRMS initiative are:</p> <ul style="list-style-type: none"> • general process improvement • Year 2000 legacy system replacement
Objectives	<p>The objective of the Concerto HRMS initiative is to replace the legacy Human Resources, Training, and Security systems.</p>

Responsible Manager

The Concerto HRMS office of primary responsibility and responsible manager are:

NSA
HS/HRMS
Program Manager
Kathy Schnaubelt

DSN:
Comm:
Fax:
E-mail:

Functional Category

The HRMS replacement initiative is a system level initiative that impacts the following functions:

- Security Assistance
- Civilian Pay
- Personnel
- Resource Planning and Reporting

Supporting System Architecture

The HRMS replacement initiative receives source data from the following systems:

Source	Data Supplied	Rating
DSS	Security	Timely and Accurate
DCPS	Payroll Transactions	Timely and Accurate
SEACPS	Manpower Levels	Timely and Accurate
DSS	Security	Timely and Accurate

The Concerto HRMS replacement initiative transmits data to the following systems:

Destination	Data Supplied	Rating
DSS	Security Data	Timely and Accurate
DCPS	Payroll Transactions	Timely and Accurate
SEACPS	Manpower Levels	Timely and Accurate
DSS	Security Data	Timely and Accurate

Milestones

The following milestones apply to the Concerto HRMS initiative:

Action	Begin Date	End Date
Need Established	Apr 96	Apr 96
Acquisition/Contract Award	Apr 96	Apr 97
Training	May 97	Oct 98
Software installation	May 97	May 97
Hardware installation	May 97	May 98
Data Migration	Jun 97	Oct 98
Release 1	Oct 98	Oct 98
Release 2	Dec 98	Dec 98
Release 3	Apr 99	Apr 99
Release 4	Mar 00	Mar 00
Release 5	Dec 00	Dec 00

Resource Requirements

The following are implementation costs of the Concerto HRMS replacement initiative in then years and in millions:

The total investment through September 30, 1997 is \$2.2 million.

The total estimated cumulative investment cost through implementation (excluding maintenance) is \$13.4 million through FY 2003.

FY98	FY99	FY00	FY01	FY02	FY03
\$5.70	\$2.80	\$0.75	\$0.73	\$0.65	\$0.52

The following are staffing requirements for the Concerto HRMS initiative:

FY98	FY99	FY00	FY01	FY02	FY03
83	109	75	45	30	30

Benefits

The following qualitative benefits of the Concerto HRMS initiative:

- systems have the ability to interface with exiting systems which will provide customers and process owners one avenue for status through the entire SCM process
- information technology (IT) will provide for the worldwide visibility of all Agency inventory

Departmental Corporate Database

Description	The Corporate Database initiative will implement a logically defined database utilizing standard processes and data elements that support financial reporting, financial management analysis, prevalidation of disbursements with related obligations, cash accountability, and a global edit capability.
Title and Description of Nonconformance	The Corporate Database initiative corrects weaknesses that have a critical impact on improving data accuracy and systems compatibility.
Objectives	<p>The objective of the Corporate Database initiative is to integrate core accounting and transaction processing applications through the use of:</p> <ul style="list-style-type: none"> • a detail driven standard general ledger (SGL) • precise reporting • accurate cash accountability • near instantaneous interaction between systems • increased internal controls and an end-to-end audit trail which spans the life of a transaction and all systems used in processing • near real time delivery of program management information • accurate trend analyses, and strategic and tactical management information
Responsible Manager	<p>The Corporate Database office of primary responsibility and responsible manager are:</p> <p>Defense Finance and Accounting Service <u>Program Manager</u> Bruce Johnson</p> <p>DSN: Comm: (703) 607-0173 Fax: E-mail: bs1johnson@cleveland.dfas.mil</p>
Benefits	The Corporate Database initiative will contain standard data, maintain an audit trail to the source, and be Joint Technical Architecture (JTA) compliant. It will aid in the implementation of standard transaction data throughout the Department, and provide centralized reporting and analysis of financial management.

Departmental Cash Management System (DCMS)

Description	The Departmental Cash Management System (DCMS) is a streamlined, simplified, modern and productive business design that is being implemented using the power of client/server and desk top platforms.
Title and Description of Nonconformance	Legacy system internal control and material system weaknesses impact the accuracy and integrity of financial statements.
Source of Discovery of Nonconformance	<p>The sources of discovery of nonconformance for the DCMS initiative are:</p> <ul style="list-style-type: none"> • System Manager and User Reviews • General Accounting Office (GAO) Audits • Department of Defense Inspector General (DoDIG) Audits • Chief Financial Officers (CFO) Financial Statements Audits - AFAA Project 94068020 • Opinion on Air Force DBOF FY 1993 Fund Balance with Treasury and associated Air Force audits
Impact on Current Operations	<p>The DCMS study, analysis, suggested business and technical solutions, requirements, and detailed design were developed from the Business Process Reengineering (BPR) effort that occurred from August 1994 through February 1995. The infrastructure development, proof of concept, and design and development that occurred from October 1995 to the present, brought contractor Financial Systems Activity (FSA), Financial Systems Office (FSO), and cash accountability experts together as a team.</p> <p>Every facet of cash accountability was reviewed, analyzed and evaluated in terms of functionality, process significance and technical feasibility. The result is a streamlined and simplified, modern and productive business design that is being implemented using the power of client/server and desktop platforms. The BPR solution (distributive processing) will permit the business of cash accountability to be performed with 50 percent of the current manpower within the Departmental Cash Accountability Division and the Departmental Cash Management Branch of Security Assistance.</p>

The need for departmental support can be decreased because the Operating Locations (OPLOC) can accomplish these tasks with no additional resource requirements. They will now have the tools and the visibility to balance, reconcile and process their own data.

Objectives

The following are objectives of the DCMS initiative.

- Provide expenditure reporting directly from the disbursing to the accountable station; thus, eliminating in-transit transactions, which are costly in personnel to process, and result in a substantial dollar value of undistributed disbursements
 - Increase accuracy and timeliness of cash reporting to users and the Treasury
 - Manage and reconcile all Air Force departmental level cash disbursements, reimbursements, collections, and receipts
 - Replace the inefficient, costly, and non-compliant Merged Accountability and Fund Reporting (MAFR) system and provide support for an improved cash accountability business process
 - Satisfy DoD regulatory and statutory requirements, including the Anti-deficiency Act, the Chief Financial Officer Act, and the requirements of the Treasury, the OMB, and the Congress
-

**Responsible
Manager**

The DCMS office of primary responsibility and responsible manager are:

DFAS-DE
Program Manager
Bob Bennett

DSN: 926-8950
Comm: (303) 676-8950
Fax: (303) 676-6021
E-mail: bbennett@cleveland.dfas.mil

Supporting System Architecture

The following are linkages with DCMS:

- Air Force General Accounting and Finance System (GAFS/BQ)
- Defense Civilian Payroll System (DCPS)
- Central Procurement Accounting System (CPAS)
- Mechanization of Contract Administration Services (MOCAS)
- Automated Reconciliation System (ARS)
- Case Management Control System (CMCS)
- Departmental Online Accounting and Reporting System (DOLARS)

Pace of Corrective Action

The following includes the pace of corrective action for the DCMS:

Year Identified	FY 93
Original Targeted Correction Date	N/A
Targeted Correction Date in Last Year's Report	FY 98
Current Target Date	FY98
Reason for Change in Date(s)	N/A

Milestones

The following milestones apply to the DCMS initiative:

Action	End Date
Perform Startup Activities	Mar 97
Finalize Development	Jul 97
Modification/Development Increment 1	Jan 97
Evaluate Y2K for MAFR	Oct 97
Modification/Development Increment 2	Dec 97
Modification/Development Increment 3	Mar 98
Complete implementation of DCMS replacing MAFR	Jun 98

Resource Requirements

The following are implementation costs for the DCMS initiative in then years and millions:

The total investment through September 30, 1997 is \$21.9 million.

FY98	FY99	FY00	FY01	FY02	FY03	Completion
\$5.2	\$4.4	\$4.5	\$4.7	\$4.1	\$4.1	\$4.7

Validation Process The DCMS initiative validation process includes:

- transaction testing
 - evaluations
 - reviews
-

Results of Validation

Results of validation include financial statements that fairly present the results of operations and financial position, and reasonable compliance with laws and regulations for those transactions and events that may have a material effect on the financial statements.

Benefits

The following are quantitative benefits of the DCMS initiative in then years and in millions:

The savings and benefits of the DCMS initiative prior to September 30, 1997 is (\$3.1) million.

FY 98	FY 99	FY 00	FY 01	FY 02	FY 03	Completion
(\$3.9)	\$4.7	\$4.7	\$4.7	\$5.1	\$5.1	(\$4.7)

The following are qualitative benefits of the DCMS initiative:

- reduced personnel costs
 - improved timeliness and accuracy of data
 - compliance with regulations
 - reduction of in-transit values, NULOs, and unmatched disbursements
 - lower operating costs
-

Departmental Corporate Warehouse

Description	The Corporate Data Warehouse is a business oriented, consolidated, non-volatile historical collection of shared data designed to support management analysis and decision making at all financial management levels within the Department.
Title and Description of Nonconformance	The Corporate Data Warehouse initiative corrects weaknesses that have a critical impact on improving data accuracy and systems compatibility.
Objectives	The objectives of the Corporate Data Warehouse initiative are to support DoD support decision needs by containing standard and non-standard data extracted from feeder systems, and a standard suite of data conversion and analysis tools.
Responsible Manager	<p>The Corporate Data Warehouse office of primary responsibility and responsible manager are:</p> <p>Defense Finance and Accounting Service <u>Program Manager</u> Bruce Johnson</p> <p>DSN: Comm: (703) 607-0173 Fax: E-mail: bs1johnson@cleveland.dfas.mil</p>
Benefits	The Corporate Data Warehouse initiative will contain data that will document changes over time, support financial management analyses, and compare one period to another to highlight achievements and highlight areas in need of improvement.

Defense Enrollment Eligibility Reporting System (DEERS)

Description

The Defense Enrollment Eligibility Reporting System (DEERS) is a benefit delivery system. The DEERS initiative identifies individuals eligible for Department of Defense (DoD) benefits and entitlements.

DEERS provides a means to ensure that only eligible beneficiaries receive benefit and entitlement services, and reduces fraud and abuse of DoD benefit and entitlement programs. DEERS collects, maintains and provides demographic data on eligible beneficiaries that is used to improve management, planning, and allocation of DoD benefits resources.

DEERS users include:

- benefits and entitlements providers
- Uniformed Services personnel activities
- recruit reception centers
- Academies
- DoD and non-DoD agencies

The DEERS initiative will focus on the following:

- reengineering business process
- consolidating/standardizing systems
- consolidating locations
- standardizing/warehousing data
- integrating with other communities
- improving infrastructure
- improving data accuracy

Objectives

The following are the objectives of the DEERS initiative:

- timely response to change by storing “raw” data in a relational database and interpreting the data with a rules based system
- consistent and accurate information by tracking multiple associations between the individual and DoD organizations
- reduction in maintenance costs by use of control tables to keep program software small and maintainable, and use of COTS software products which runs on many platforms allowing bidding by many vendors
- compliance with standards by use of DISA approved software products and use of DoD Standard Data Definitions

Responsible Manager

The DEERS office of primary responsibility and responsible manager are:

Defense Manpower Data Center
Program Manager
 Edward Haldeman

DSN: 426
 Comm: (703) 696-8584
 Fax: (703) 696-1461
 E-mail: haldemeh@osd.pentagon.mil

Functional Category

The DEERS initiative is a system level initiative that impacts Personnel function.

Supporting System Architecture

The DEERS initiative receives source data from the following system:

Source Data	Data Supplied	Rating
DFAS	Family Member Dental Program	Sometimes Timely and Sometimes Accurate

The DEERS initiative transmits to the following system:

Destination	Data Supplied	Rating
Managed Care Support Contractors	Eligibility Benefits Information	Sometimes Timely and Sometimes Accurate

Milestones

The following milestones apply to the DEERS initiative:

Action	Begin Date
ACTUR Database established and new system finished	Apr 98
MGIB Database established and new system finished	Sep 98
Language finder Database established and new system finished	Sep 98
RAPIDS Roll-out complete	Jun 99
HL-7 & X12 Interface engine completed	Sep 99

Benefits

The following are the qualitative benefits for the DEERS initiative:

- organizes data in a way that makes it easier to add new data in the future
 - improves determination of eligibility for benefits and entitlements for claim processing
 - changes are easier due to rules based environment
 - improves the accuracy of benefits assignment across all DoD populations
-

Defense Environmental Security Corporate Information Management (DESCIM)

Description	<p>The Defense Environmental Security Corporate Information Management (DESCIM) reengineering initiative includes target areas for reengineering, fielding, and integrating migration systems and transitioning to implement the following target suites:</p> <ul style="list-style-type: none">• environmental security corporate information management• information technology transfer• installation systems• cleanup technology <p>The DESCIM reengineering initiative will allow interfacing between logistics, health affairs and other Department of Defense (DoD) information systems, ensuring maximum sharing and exchange of common data across all areas of the Department.</p> <p>The DESCIM initiative will focus on the following:</p> <ul style="list-style-type: none">• consolidating and standardizing systems• standardizing and warehousing data• integrating with other communities• improving data accuracy
Source of Discovery of Nonconformance	<p>The source of discovery of nonconformance for the DESCIM initiative is general process improvement.</p>
Objectives	<p>The objectives of the DESCIM initiative is to interface with logistics, health affairs and other DoD information systems to enable sharing of data within all areas of the Department.</p>

Responsible Manager

The DESCIM office of primary responsibility and responsible manager are:

Office of the Deputy Under Secretary of Defense for Environmental Security

Program Manager

Warren Meekins

DSN: 221-0002

Comm: (703) 325-0002

Fax: (703) 325-6777

E-mail: wlmeekin@aec.apgea.army.mil

Functional Category

The DESCIM initiative is a functional level initiative that impacts the Inventory Tracking function.

Supporting System Architecture

The DESCIM initiative receives source data from the following system:

Source Data	Data Supplied	Rating
Installation Systems	Inventories	Sometimes Timely and Sometimes Accurate

The DESCIM initiative transmits data to the following system:

Destination	Data Supplied	Rating
Installation Systems	Integrated Inventory Management	Timely and Accurate

Milestones

The following milestones apply to the DESCIM initiative:

Action	Begin Date	End Date
Planning and Assessment	Jan 97	Sep 03
Conservation	Jan 97	Sep 03
Safety	Jan 97	Sep 03
Cleanup Technical	Jan 97	Sep 03
Environmental Corporate Reporting System v1.0	Oct 97	Mar 99
Hazardous Substance Management (HSMS) v2.3	Oct 97	Dec 98
Environmental Inventory Management v1.0	Oct 97	Feb 99
Environmental Corporate Reporting System v2.0	Oct 98	Jan 00
Environmental Inventory Management v1.5	Oct 98	Dec 99
Environmental Corporate Reporting Systems v. 3.0	Jan 99	Sep 03

Environmental Inventory Management v2.0	Oct 99	Dec 00
Environmental Inventory Management v2.5	Oct 00	Dec 01
Environmental Inventory Management v3.0	Oct 01	Dec 02

Benefits

The qualitative benefits of the DESCIM initiative are to:

- support achievement of DoD goals to ensure compliance with environmental statutes and regulations
 - integrate of business processes across the Department with priority of cross-functional integration initiatives going to logistics acquisition and safety
 - support improved decision making through the capability to provide access to and display accurate and timely data
 - share and integrate information bases at the installation level across all environmental security areas containing data that is unique to the installation and is in standard data element structures
 - enhance horizontal and vertical data flows among installation environmental security areas, and throughout the major commands, Military Departments and Defense Agencies headquarters and the Office of the Secretary of Defense
 - improve capability of installation level organizations to respond quickly and accurately to higher command echelon data and information requirements
-

Departmental Financial Reporting and Reconciliation System (DFRRS)

Description	<p>The Departmental Financial Reporting and Reconciliation System (DFRRS) has been established as an interim migratory general accounting system responsible for cash accountability and expenditure reporting and reconciliation for all appropriations. As a result of a business process reengineering of the Navy expenditure reporting business process, the following business improvement strategy is being implemented during the DFRRS project:</p> <ul style="list-style-type: none"> • streamline and simplify the business process • consolidate and modernize the supporting automated information systems • implement standard accounting and data architecture • strengthen internal controls • reengineer end products/services to better meet customer needs
Title and Description of Nonconformance	<p>Barriers and impediments for DFRRS include:</p> <ul style="list-style-type: none"> • finalization of Budget and Accounting Classification Code (BACC) • Global Accounting Structure Table (GAST) • technological uncertainty occurs regarding the selection of developmental tools to use in developing the system • schedule risk arises due to the short time period budgeted for requirements analysis, design, development, and implementation of the system
Source of Discovery of Nonconformance	<p>The evaluation performed in selecting DFRRS, consisted of a business process reengineering with the following deliverables being provided:</p> <ul style="list-style-type: none"> • current (as-is) business model • new (to-be) business model • functional economic analysis
Objectives	<p>Implementation of DFRRS will provide a consolidated, standardized, and centralized cash accountability/expenditure reporting and reconciliation system for DFAS Cleveland Center that will achieve shortened cycle time, reduced cost, and improved quality of products and services.</p>

This system will satisfy regulatory and statutory requirements, including the Anti-Deficiency Act, the Chief Financial Officer Act, and the requirements of the Treasury, the OMB, and the Congress.

**Responsible
Manager**

The DFFRS office of primary responsibility and responsible manager are:

DFAS-HQ/DDP
Program Manager
John Norman

DSN: 580-5966
Comm: (216) 522-5966
Fax: (216) 522-6109
E-mail:

**Functional
Category**

The DFRRS initiative impacts the function, Resource Planning and Reporting.

**Supporting System
Architecture**

The following linkages exist with DFRRS for standard finance systems:

- Defense Civilian Pay System (DCPS)
- Defense Joint Military Pay System (DJMS)
- Defense Payment Procurement System (DPPS)
- Defense Transportation Payment System (DTRS)
- Defense Travel System (DTS)
- Integrated Automated Travel System (IATS)

The following are linkages with DFRRS for Standard Accounting Systems:

- Standard Departmental Accounting System Initiative
- Defense Publication and Printing Automated Service COTS System (DAPS-COTS)
- Industrial Fund Accounting System (IFAS)
- Material Financial Control System (MFCS)
- Defense Industrial Financial Management System (DIFMS)

- Navy Base Support (Public Works Center) COTS (PWC-COTS)
- Standard Accounting and Reporting System (STARS)

Linkages with consolidated operations initiatives include the Standard Cash Accountability/Expenditure Reporting System Initiative.

DFRRS will link with the financial reports of the Navy CFO Financial Statements (NAVY-CFO).

The linkage of DFRRS to standardize data, definitions, and concepts initiatives is with:

- Standard Data Implementation Strategy (SDISTRAT)
- Budget and Accounting Classification Code (BACC)

DFRRS will link with the reengineering business process for Electronic Commerce/Electronic Data Interchange Funds Transfer (EC/EDI).

The reduction in problem disbursements will also link with DFRRS through Problem Disbursements (UMD/NULOs).

Other initiatives DFRRS will link with include:

- Enterprise Local Area Network (ELAN)
- Financial Management Regulation (FM-REG)

Milestones

The following milestones apply to the DFRRS initiative:

Action	End Date
BPR deliverable provided to initiate DFRRS	May 95
Milestone 0 approval granted by DFAS Director	Sep 95

Resource Requirements

The following are implementation costs for the DFRRS initiative in then years and millions:

The total investment through September 30, 1997 is \$31.9 million.

FY98	FY99	FY00	FY01	FY02	FY03
\$7.3	\$5.7	\$4.9	\$4.9	\$4.9	\$4.9

Benefits

The following are quantitative benefits of the DFRRS initiative in then years and millions:

The DFRRS initiative total savings prior to September 30, 1997 is (\$11.5) million.

FY98	FY99	FY00	FY01	FY02	FY03
(\$1.2)	\$.5	\$1.4	\$1.6	\$1.8	\$1.9

Interim Business System (DIBS)

Description

The Defense Commissary Agency (DeCA) Interim Business System (DIBS) initiative supports a variety of functions that include ordering, receiving, shelf stock replacement, physical inventory, and control operations (deposits, demand reporting, and centralized control of file and database maintenance).

The DIBS initiative will focus on consolidating and standardizing systems.

Source of Discovery of Nonconformance

The source of discovery of nonconformance is general process improvement.

Objectives

The objective of DIBS is to support ordering, receiving, shelf stock replacements, physical inventory, and control operations.

Responsible Manager

The DIBS office of primary responsibility and responsible manager are:

Information Management
Program Manager
 Ken Hash

DSN:
 Comm: (804) 734-8833
 Fax:
 E-mail:

Functional Category

The DIBS initiative is a system level initiative that impacts the Inventory Tracking and Accounting function.

Supporting System Architecture

The DIBS initiative receives source data from the following systems:

Source	Data Supplied	Rating
SAVES	Contract File Maintenance	Timely and Accurate
EDI	Shipping Notices, Prices	Timely and Accurate

The DIBS initiative transmits data to the following systems:

Destination	Data Supplied	Rating
SAVES	Financial	Timely and Accurate
ALA & AAFES	Item Movement	Timely and Accurate

POS-M	Prices	Timely and Accurate
SIMMSS	Item/Catalog	Timely and Accurate

Milestones

The following milestones apply to the DIBS initiative:

Action	Begin Date	End Date
Need Established	Feb 97	Jun 97
Create Development System	Oct 97	Dec 97
Documentation	May 97	Aug 97
Convert/Develop Code	Sep 97	Jun 98
Conduct Functional Testing	Feb 98	Sep 98
Develop/Conduct Training	Jun 98	Sep 99
Implement head site	Aug 98	Oct 99
System Implementation	Oct 98	Oct 99
Completion		Oct 99

Defense Logistics Agency (DLA) Year 2000 (Y2K)

Description The DLA Y2K initiative encompasses the review, assessment, conversion, and modification for all information systems under purview of Defense Logistics Agency Support Command (DLSC) to achieve certification for Y2K compliance. The major systems encompassed by this initiative include, but are not limited to, BOSS, DAISY, DFAMS, DISMS, DPACS, DSS, FLIS, HMIS, LINK, and SAMMS.

Title and Description of Nonconformance The DLA Y2K initiative corrects weaknesses that have a critical impact on improving data accuracy.

Objectives The DLA Y2K initiative preempts potential operational systems disruptions, and ensures continuing and uninterrupted systems operability into and during the new century.

Responsible Manager The DLA Y2K office of primary responsibility and responsible manager are:

Defense Logistics Agency
Program Manager
 Dennis J. Heretick

DSN:
 Comm: (703) 767-1587
 Fax:
 E-mail: dennis_heretick@hq.dla.mil

Milestones The following milestones apply to the DLA Y2K initiative:

Action	Begin Date	End Date
Need Established	Jan 96	
Awareness	Jan 96	Sep 97
Assessment	Aug 96	Dec 97
Renovation	Jan 97	Sep 98
Validation	Mar 97	Nov 98
Implementation	Apr 97	Dec 98
Contingency Execution	Dec 98	Jun 00

Benefits

The DLA Y2K will ensure continuing and uninterrupted systems operability.

Defense Medical Logistics Standard Support (DMLSS) Program

Description

The Defense Medical Logistics Standard Support (DMLSS) streamlining initiative is intended to simplify the complexity and number of electronic financial transactions that occur between Service Medical Logistics Systems, the DMLSS, and the DFAS. The recommendation specifically called for the establishment of a working group to identify the minimum number of inter-system transactions needed to:

- pay vendors
- manage DoD accounts
- reduce the number of data elements exchanged between the two systems
- create a common format for the computer-to-computer exchange of information

A product of this streamlining initiative is the decision to pass only summary information from the logistics to the financial system, with detailed information being available in the logistics system for financial review.

The DMLSS streamlining initiative will focus on the following:

- reengineering business processes
- consolidating and standardizing systems
- standardizing and warehousing data
- integrating with other communities
- improving data accuracy

Title and Description of Nonconformance

The DMLSS initiative corrects weaknesses that have a critical impact on financial operations or data that impact inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness in the following areas:

- data accuracy
- ability to integrate with other communities

Source of Discovery of Nonconformance The sources of discovery of nonconformance for the DMLSS initiative are:

- general process improvement
- Desert Shield/Desert Storm lessons learned

The DMLSS Program conducted a major business process reengineering effort prior to beginning work on a new major automated information system to replace legacy medical logistics systems. The DMLSS Program continues to investigate business process reengineering opportunities in parallel with system development. The complexity of the financial transaction process involving Service medical logistics systems and the DFAS offered a tremendous opportunity to modernize financial transactions by taking advantage of the best practices being followed in the commercial sector.

Objectives The objective of the DMLSS initiative is to integrate and streamline feeder systems, bringing the best commercial practices to play in electronic financial interfaces between Service legacy systems and the DFAS. This initiative greatly simplifies the complexity of transactions that occur by standardizing data elements and format.

Responsible Manager The DMLSS office of primary responsibility and responsible manager are:

Defense Medical Logistics Standard Support (DMLSS) Program
Management Office
Program Manager
Debbie Bonner

DSN:
Comm: (703) 681-8791
Fax:
E-mail: dbonner@tma.osd.mil

Functional Category The DMLSS initiative is a cross functional level initiative that impacts the following functions:

- Cost Accounting
 - Receivables and Collections
 - Procurement
 - Working Capital Fund Accounting
 - Accounts Payable
 - Disbursing
-

Benefits

The following are qualitative benefits of the DMLSS streamlining initiative:

- reduces the complexity of financial transactions between the DMLSS and the DFAS by factor of 98 percent
 - reduces duplication efforts and error resolution
 - incorporates best commercial business practices into military medical logistics and financial business processes
-

Electronic Commerce/Electronic Data Interchange/Electronic Funds Transfer (EC/EDI/EFT)

Description The Electronic Commerce/Electronic Data Interchange/Electronic Funds Transfer (EC/EDI/EFT) initiative promotes the use and expansion of electronic commerce. The EC/EDI/EFT initiative provides paperless EFT and EDI applications in the Department of Defense (DoD) finance and accounting systems such as:

- electronic signature
- electronic invoicing
- electronic payments (including direct deposit)
- electronic certification of receipt and acceptance

The EC/EDI/EFT initiative implements EDI standards for DoD finance and accounting systems.

Objectives The objective of the EC/EDI/EFT initiative is to create an all-electronic exchange of business information between customers and the Department.

Responsible Manager The EC/EDI/EFT office of primary responsibility and responsible manager are:

DFAS-HQ/DDE
Program Manager
Jerry Hinton

DSN: 327-0328
Comm: (703) 607-0328
Fax: (703) 607-0128
E-mail:

Benefits The qualitative benefits of the EC/EDI/EFT initiative are:

- decreased manpower used to input invoice data
- decreased manpower used to input purchase order data
- reduced errors due to data being incorrectly being entered into the system
- reduced manpower used to reconcile errors crated by mismatches
- reduced manpower used for disbursements
- reduced checks going to the wrong address

Elimination of Unmatched Disbursements (EUD)

Description	The Elimination of Unmatched Disbursements (EUD) initiative provides an automated method to prevalidate entitlement transactions with the appropriate obligation before payment.
Title and Description of Nonconformance	<p>The EUD initiative corrects weaknesses that have a critical impact on financial operations or data that impact mission impairment requiring excessive overrides, work-arounds and manual intervention in the following areas:</p> <ul style="list-style-type: none">• data accuracy• ability to integrate with other communities
Source of Discovery of Nonconformance	<p>The sources of discovery of nonconformance are as follows:</p> <ul style="list-style-type: none">• general process improvement• auditing findings• comply with Public Law 103-335, Section 8137
Objectives	The objective of the EUD initiative is to replace the Legacy Human Resources, Training, and Security systems.
Responsible Manager	<p>The EUD office of primary responsibility and responsible manager are:</p> <p>Defense Finance and Accounting Service <u>Program Manager</u> Jerry S. Hinton</p> <p>DSN: Comm: (703) 607-0130 Fax: E-mail:</p>

Functional Category

The EUD initiative is a system level initiative that impacts the following functions:

- Procurement Accounting
- General Accounting
- Working Capital Fund Accounting
- Accounts Payable
- Disbursing

Supporting System Architecture

The EUD initiative receives source data from the following systems:

Source	Data Supplied	Rating
CPAS	Prevalidation Request	Timely and Accurate
GAFS	Prevalidation Request	Timely and Accurate
SABRS	Prevalidation Request	Timely and Accurate
SAMMS	Prevalidation Request	Timely and Accurate
SAPAS	Prevalidation Request	Timely and Accurate
SOMARDS	Prevalidation Request	Timely and Accurate
STARS	Prevalidation Request	Timely and Accurate

The EUD initiative transmits data to the following systems:

Destination	Data Supplied	Rating
MOCAS	Entitlement Records	Timely and Accurate
MOCAS	Disbursement	Timely and Accurate
PPVM	Entitlement Records, Prevalidation Response, Disbursement Records	Timely and Accurate
PPVM	Prevalidation Requests, Authorization to pay, Disbursement Records	Timely and Accurate
APVM	Prevalidation Request	Timely and Accurate
APVM	Prevalidation Responses	Timely and Accurate

Milestones

The following milestones apply to the EUD initiative:

Action	Begin Date	End Date
Public Law, Section 8137		Sep 94
EUD systems developed	Feb 95	Mar 95
EUD Systems Tested	Mar 95	Apr 95
EUD Version 1.0 Implemented	Apr 95	Dec 95

Resource Requirements

The following are implementation costs for the EUD initiative in then years and in millions:

The total investment through September 30, 1997 is \$6.4 million.

The total estimated cumulative investment cost through implementation (excluding maintenance) is \$13.5 million through FY 2003.

FY98	FY99	FY00	FY01	FY02	FY03
\$2.0	\$1.5	\$1.2	\$1.2	\$0.6	\$0.6

The following are the staffing requirements for the EUD initiative.

FY98	FY99	FY00	FY01	FY02	FY03
21.8	17.2	13.4	13.2	6.4	6.4

Benefits

The following are qualitative benefits of the EUD initiative:

- savings in a reduction of personnel dedicated to resolving unmatched disbursements
- eliminates duplicate payments and ensures valid payments are made
- meets legislative requirements

Field Management Information System (FMIS) ABS Integration

Description	Reimbursable information recorded in DCAA's internal DBS system is downloaded by the DFAS into the ABS and DBMS to speed billing and collections of receivables and reduce workload.
Title and Description of Nonconformance	The FMIS ABS initiative corrects weaknesses that have a critical impact on internal controls, data accuracy, and duplication of systems.
Objectives	<p>The objectives of the FMIS ABS initiative are to:</p> <ul style="list-style-type: none"> • eliminate duplication of systems • integrate feeder systems • improve internal controls
Responsible Manager	<p>The FMIS ABS Integration office of primary responsibility and responsible manager are:</p> <p>Defense Contract Audit Agency <u>Program Manager</u> Harold Hineman</p> <p>DSN: Comm: (703) 767-2246 Fax: E-mail: hhineman@hq1.dcaa.mil</p>
Functional Category	<p>The FMIS ABS initiative is a system level initiative that impacts the following functions:</p> <ul style="list-style-type: none"> • Time and Attendance • Civilian Pay
Benefits	The qualitative benefits of the FMIS ABS number of accounts receivable has been greatly reduced. In addition, the previous manual workload involved in preparing and sending bills as well as recording and depositing collections has been eliminated.

Field Management Information System (FMIS)/Source Data Automation

Description	The Field Management Information System (FMIS)/Source Data Automation initiative downloads Defense Contracting Audit Agency (DCAA) time and attendance records into the Defense Civilian Payroll System (DCPS) for payroll.
Objectives	<p>The objectives of the FMIS/Source Data Automation initiative is to:</p> <ul style="list-style-type: none">• eliminate duplication of systems• integrate feeder systems• improve internal controls
Responsible Manager	<p>The FMIS/Source Data Automation office of primary responsibility and the responsible manager are:</p> <p>Defense Contract Audit Agency <u>Program Manager</u> Peggy Hudson</p> <p>DSN: Phone: (703) 767-2223 Fax: E-mail: phudson@hq1.dcaa.mil</p>
Functional Category	<p>The FMIS/Source Data Automation initiative is a system level initiative that impacts the following functions:</p> <ul style="list-style-type: none">• Time and Attendance• Civilian Pay

Department of Defense (DoD) Health Affairs Health Standard Resource System (HSRS)

Description

The Health Standard Resources System (HSRS) will integrate medical Service-specific personnel, readiness, manpower utilization, workload and financial reporting, and business office processes into a single DoD Tri-Service system. The HSRS must interface with numerous Federal, DoD-standard, and Service-unique automated information systems (AIS), and provide integrated information processing capabilities. The HSRS shares information across facilities and services through improved system architecture.

The HSRS integration initiative will facilitate comprehensive resource planning, programming, enrollment-based capitation (EBC), analysis, and management under military treatment facility (MTF) direct care, managed care, TRICARE, military theater, readiness, and other Federal and private sector health services delivery environments.

The HSRS integration initiative will focus on the following:

- reengineering business processes
- consolidating and standardizing systems
- standardizing and warehousing data
- integrating with other communities
- improving data accuracy

Title and Description of Nonconformance

The HSRS integration initiative corrects weaknesses that have a critical impact on financial operations or data that impacts mission impairment requiring excessive overrides, work-arounds, and manual intervention relating to data accuracy.

Source of Discovery of Nonconformance

The following actions prompted the HSRS integration initiative:

- general process improvement
 - audit findings
 - Desert Shield/Desert Storm lessons learned
 - changing technology
-

Objectives	<p>The HSRS integration initiative will produce results in the following areas:</p> <ul style="list-style-type: none"> • implement Year 2000 (Y2K) compliant system • eliminate duplication of systems • correct data accuracy • integrate feeder systems • improve internal controls
Responsible Manager	<p>The HSRS integration initiative office of primary responsibility and responsible manager are:</p> <p>Tricare Management Activity <u>Program Manager</u> LT Ed Rosas</p> <p>DSN: Comm: (703) 575-6779 Fax: E-mail: Edwin.rosas@tma.osd.mil</p>
Functional Category	<p>The HSRS integration initiative is a system level initiative that impacts the following functions:</p> <ul style="list-style-type: none"> • Cost Accounting • Time and Attendance • Receivables and Collections • Manpower • Civilian Pay • Readiness • Personnel • Military Pay • Resource Planning and Reporting • Education and Training <p>The HSRS integration initiative has the following smaller or related initiatives:</p> <ul style="list-style-type: none"> • Expense Assignment System IV (EAS IV) • Defense Medical Human Resource System (DMHRS) • Centralized Credentials Quality Assurance System (CCQAS) • Third Party Outpatient Collection System (TPOCS) • legacy systems being prepared for termination

Supporting System Architecture

The HSRS integration initiative receives source data from the following systems:

Source	Data Supplied	Rating
Uniform Chart of Accounts Personnel System (UCAPERS)	Personnel and Cost	Timely and Sometimes Accurate
Standard Personnel Management System (SPMS)	Personnel and Cost	Timely and Sometimes Accurate
Air Force (AF) Personnel Subsystem	Personnel and Cost	Timely and Sometimes Accurate
Army Standard Finance System (STANFINS)	Obligations and Pay	Timely and Sometimes Accurate
Navy Standard Accounting and Reporting System (STARS)-FL	Obligations and Pay	Timely and Sometimes Accurate
Air Force Base Accounting System (AFBAS)	Obligations and Pay	Timely and Sometimes Accurate
Composite Health Care System (CHCS)	Workload	Untimely and Sometimes Accurate
TFMMS (Navy)	Manpower	Timely and Sometimes Accurate
BUMIS (Navy)	Manpower	Timely and Sometimes Accurate
MODS (Army)	Manpower	Timely and Sometimes Accurate
MRDSS (Air Force)	Readiness	Timely and Sometimes Accurate
SMRTS (Navy)	Readiness	Timely and Sometimes Accurate
Defense Civilian Pay System (DCPDS) (Tri-Service)	Civilian Pay	Timely and Sometimes Accurate
OLTDA (Army)	Manpower	Timely and Sometimes Accurate
OPINS (Navy)	Navy Officer Personnel	Timely and Sometimes Accurate
Navy Enlisted System (NES)	Navy Enlisted Personnel	Timely and Sometimes Accurate

The HSRS integration initiative transmits data to the following systems:

Destination	Data Supplied	Rating
Control Equipage Inventory System (CEIS) and Medical Expense Performance Reporting System (MEPRS) Central	Summary Level Cost Data	Timely and Accurate
Medical Expense and Performance Reporting System Executive Query System (MEQS)	Summary Level Cost Data	Timely and Accurate

Milestones

The following milestones apply to the HSRS integration initiative:

Action	Begin Date	End Date
Mission Need Statement	Mar 97	Sep 97
Milestone 0	Nov 97	

Benefits

The following are qualitative benefits for the HSRS integration initiative:

- increased functionality in readiness and human resource management, manpower, education and training, personnel management, and financial management
- enhanced command strength management analysis and modeling
- improved resource forecasting and budgeting
- expanded decision making capabilities for MHS and MTF and DTF leaders
- improved data quality, accuracy, integrity, and timeliness
- sharing of information across facilities and services through improved system architecture
- visibility into Reserve and National Guard information

Integrated Digital Environment (IDE)

Description	The Integrated Digital Environment (IDE) initiative is intended to establish data management systems and appropriate digital environments that allow every activity involved with a program to exchange data digitally throughout its total life-cycle.
Objectives	The objective is to establish data management systems and appropriate digital environments that allow every activity involved with a program throughout its total life-cycle to exchange data digitally.
Responsible Manager	<p>The IDE office of primary responsibility and responsible manager are:</p> <p>USD(Acquisition & Technology) <u>Program Manager</u> Reed White</p> <p>DSN: Phone: (703) 695-5166 Fax: (703) 693-7043 E-mail: whiterr@acq.osd.mil</p>
Functional Category	The IDE is a cross functional initiative that will impact virtually every facet of the weapons system life cycle.
Pace of Corrective Action	The IDE is scheduled to occur during a five and a half year period, with status updates for the USD(A&T) every six months.
Benefits	The qualitative benefits of the IDE initiative will be to greatly enhance the sharing, storage, and creation of information across the entire Department of Defense.

Integrated Logistics System (ILS)

Description

The Integrated Logistics System (ILS) initiative improves the accuracy of data, and maintains accountability of the Defense Intelligence Agency's expendable, capital and durable assets. The ILS serves as a funds checkbook for DAL-2 funds.

The ILS initiative will focus on the following:

- consolidating/standardizing systems
- integrating with other communities
- improving data accuracy

Source of Discovery of Nonconformance

The sources of discovery of nonconformance for the ILS initiative are:

- auditing findings
- general process improvement

Objectives

The objective of the ILS initiative is to keep track of the Agency's expendable, capital and durable assets.

Responsible Manager

The office of primary responsibility and responsible manager are:

DAL-2A
Program Manager
 Donald Miller

DSN:
 Comm: (202) 231-2876
 Fax:
 E-mail:

Functional Category

The ILS initiative is a system level initiative that impacts the following functions:

- Inventory Tracking and Accounting
- Receivables and Collections
- Personal and Real Property Tacking and Accounting
- Resource planning and reporting

Milestones

The following milestones apply to the ILS initiative:

Action	Begin Date	End Date
Need Established	Oct 95	Jun 96
System Development	Oct 96	Oct 97
ILS Production	Nov 97	Nov 97
ILS Phase I Modifications	Nov 97	Jul 98
ILS Phase II Modifications	Jul 98	Sep 99

Benefits

The following are the qualitative benefits for the ILS initiative:

- ILS is planned to improve accuracy of data by employing bar code scanning techniques
 - savings will commence with ILS Phase II modifications for personnel external to DAL who support the property accountability process
-

Implement Certifying Officers Legislation

Description

The Implement Certifying Officers Legislation initiative links responsibility for payments to activities and personnel with direct knowledge of operations and responsibility for design and operations of systems feeding data to accounts payable systems.

Objectives

The objectives of the Implement Certifying Officers Legislation initiative are to:

- improve internal controls
- distribute responsibility for payment certification to activities with direct visibility

Responsible Manager

The Implement Certifying Officers Legislation office of primary responsibility and responsible manager are:

DFAS HQ/F
Program Manager
 Patrick Beckerle

DSN:
 Comm: (703) 607-0811
 Fax:
 E-mail:

Functional Category

The Implement Certifying Officers Legislation initiative is a functional level initiative that impacts the Accounts Payable function.

Supporting System Architecture

The Implement Certifying Officers Legislation initiative receives source data from the following systems:

Source	Data Supplied	Rating
Standard Army Contract System (SAACONS)	Contract Modification	Sometimes Timely and Sometimes Accurate
ITMPS (Navy)	Contract Modification	Sometimes Timely and Sometimes Accurate
PADDS (Army)	Contract Modification	Sometimes Timely and Sometimes Accurate
BOSS (Air Force)	Contract Modification	Sometimes Timely and Sometimes Accurate

The Implement Certifying Officers Legislation initiative transmits data to the following systems:

Destination	Data Supplied	Rating
IAPS	Contract Financial	Sometimes Timely and Sometimes Accurate
CAPS	Contract Financial	Sometimes Timely and Sometimes Accurate
MOCAS	Contract Financial	Sometimes Timely and Sometimes Accurate
STARS One-Pay	Contract Financial	Sometimes Timely and Sometimes Accurate

Benefits

The qualitative benefit of the Implement Certifying Officers Legislation initiative is that it distributes responsibility for payment certification to activities with direct visibility and knowledge of what it is to be paid for.

Multilevel Information System Security Initiative (MISSI)

Description	<p>The Multilevel Information System Security Initiative (MISSI) is a network security initiative, under the leadership of the National Security Agency. MISSI provides a framework for the development and evolution of interoperable, complementary security products to provide flexible, modular security for networked information systems across the Defense Information Infrastructure (DII).</p> <p>The MISSI initiative will focus on the following:</p> <ul style="list-style-type: none">• improving data accuracy• improving security controls using the Nonclassified Internal Protocol Router Network (NIPRNET)
Title and Description of Nonconformance	<p>The MISSI initiative corrects weaknesses that have critical impact on financial operations or data that impact violations of statutory requirements, fraud, or other criminal activities that go undetected in the area of data accuracy.</p> <p>The MISSI initiative corrects weaknesses that have a critical impact on the financial operations or data that impact mission impairment requiring excessive overrides, work-arounds, and manual intervention in the area of compliancy with regulations.</p>
Source of Discovery of Nonconformance	<p>The sources of discovery of nonconformance for the MISSI initiative are:</p> <ul style="list-style-type: none">• non-compliance with regulations• general process improvement• security concerns involving security controls for accessing sensitive information, particularly from Defense Business Management System (DBMS)
Objectives	<p>The objective of the MISSI initiative is to enhance the security posture of DFAS systems and to explore new and emerging information security technologies.</p>

Responsible Manager

The MISSI office of primary responsibility and responsible manager are:

NSA
Program Manager
 LTC James Pinc

DSN: 607-3959
 Phone: (703) 607-3959
 Fax: (703)607-3977
 E-mail: jpinc@cleveland.dfas.mil

Functional Category

The MISSI initiative is a cross function level initiative that impacts:

- Infrastructure Component
- Internal Controls

The following systems link with MISSI:

- DFAS enterprise LAN
- Defense Mega Centers (DMCs)
- Nonclassified Internet Protocol Router Network (NIPRNET)

Milestones

The following milestones apply to the MISSI initiative.

Action	Begin Date	End Date
Need Established	Apr 95	
Deployment: Certification Authority Workstation (CAW) and Fortezza cards	Apr 95	
Operations/Production: support hardware and software components	Aug 95	on-going
Training: MISSI training: CAW operator, ISSO, and installers training	Sep 95	on-going
Technology tested and deployed	Sep 95	
Deployment: Certificate Management Infrastructure Organization	Mar 96	Apr 97
Deployment: Automated Certificate registration process	Jun 96	Sep 98
Development: Initial baseline for API's	Sep 96	Oct 97
Development: MISSI/Fortezza Pilots w/DBMS, DCPS, and CAPS	Nov 96	Oct 98
Development: Policy and Procedures for MISSI	Nov 96	Sep 98

Operation/Production: DCPS Secure Web Access	Mar 97	on-going
MISSI technology will support DMS	Jun 99	
DMS testing	May 98	on-going

**Resource
Requirements**

There are no plans to fund MISSI after FY 1998, other than maintenance beginning in FY 1999.

Initially, the MISSI project was directed by the Assistant Secretary of Defense Memorandum, dated July 7, 1994. Accordingly, DFAS budgeted to use the MISSI FORTEZZA cards for individual users having access to the DFAS systems to support the security requirements for network access and the Defense Messaging Systems Program. Due to the high COTS of MISSI FORTEZZA technology and changed security requirements (directed by the Under Secretary of Defense Comptroller memorandum dated September 30, 1996, to use the non-FORTEZZA certificates to satisfy network security), the DFAS MISSI budget was reduced to reflect the changed security requirements.

Benefits

The following are qualitative benefits of the MISSI initiative:

- meet the DoD Directive 5200.28 Command and Control requirements
 - provide an alternative approach to access the DFAS finance and accounting systems via web technology
-

Momentum System

Description	<p>The Momentum System is a single source management and financial system that incorporates the budget planning and the internal review process at the Defense Advanced Research Project Agency (DARPA).</p> <p>Momentum integrates with the future consolidated and standardized systems at Defense Finance and Accounting Service (DFAS) in the areas of procurement, and travel.</p> <p>The Momentum initiative will focus on:</p> <ul style="list-style-type: none"> • reengineering business processes • improving data accuracy
Title and Description of Nonconformance	<p>Momentum corrects weaknesses that have a critical impact on financial operations or data that involve mission impairment requiring excessive overrides, work-arounds, and manual intervention in the areas of:</p> <ul style="list-style-type: none"> • data accuracy • ability to integrate with other communities
Source of Discovery of Nonconformance	<p>The source of discovery of nonconformance for the Momentum initiative is general process improvements.</p>
Objectives	<p>The objectives of the Momentum initiative is to reengineer business processes and improve data accuracy by integrating and consolidating with the DFAS accounting procurement, and travel systems in the future.</p>
Responsible Manager	<p>The Momentum System office of primary responsibility and program manager are:</p> <p>DARPA <u>Project Manager</u> Larry McIlhenny</p> <p>DSN: Comm: (703) 696-2391 Fax: E-mail: lmcilhenny@darpa.mil</p>

Operation Mongoose

Description	<p>The Operation Mongoose initiative was created to develop and operate a fraud detection and prevention unit to minimize fraudulent attacks against DoD financial assets, search for indicators of fraud sufficient to warrant investigation, and analyze and follow-up on data anomalies.</p> <p>The Operation Mongoose initiative will focus on:</p> <ul style="list-style-type: none"> • assessing internal controls • improving data accuracy • fraud detection and prevention • reporting to functional area managers for system and data accuracy improvements
Title and Description of Nonconformance	<p>The Operation Mongoose initiative corrects weaknesses that impact financial operations or data that impacts and involves violations of statutory requirements, fraud, or other criminal activities that go undetected in the area of data accuracy.</p> <p>Also, the Operation Mongoose initiative corrects weaknesses that impacts financial operations or data that impacts and involves mission impairment requiring excessive overrides, work-arounds, and or manual intervention in the ability to integrate with other communities.</p>
Source of Discovery of Nonconformance	<p>The Operation Mongoose initiative was established in 1994 by the DoD Comptroller in order to meet the challenges of rapidly advancing technology and provide a fraud detection and prevention unit for the Department.</p> <p>The Operation Mongoose initiative is jointly sponsored by the USD(C) and the DoD Inspector General (IG). The DFAS provides program management. Technical and administrative support is provided by the Defense Manpower Data Center and the DoDIG.</p>
Impact on Current Operations	<p>The Operation Mongoose initiative will:</p> <ul style="list-style-type: none"> • correct data inaccuracy • improve internal controls <p>Operation Mongoose has access to scores of computer systems and software from more than 400 sites.</p>

Information obtained from the various computer systems is matched against fraud indicator profiles developed by experts throughout the Department. The system identifies data anomalies that may indicate fraud. Suspected fraud is documented and forwarded to the DoD IG for further investigation and possible prosecution.

Operation Mongoose currently has five major program areas under review:

- retired pay
- civilian pay
- military pay
- vendor pay
- transportation pay

The Defense Manpower Data Center is developing protocols that will allow Operation Mongoose to electronically match data from several computer systems and databases to detect fraud. While the prevention and prosecution of fraud will result in savings for the Department, it is more important to focus on expanding fraud detection systems and protocols to create more secure payment systems.

Objectives

The objectives of the Operation Mongoose initiative to have an active fraud detection and prevention unit established to minimize fraudulent attacks against DoD financial assets and systems.

**Responsible
Manager**

The Operation Mongoose office of primary responsibility and responsible manager are:

DFAS-HQ/P
Program Manager
David L. Swanson

DSN:
Comm: (408) 583-3000
Fax: (408) 583-3020
E-mail:

Functional Category

Operation Mongoose is a system level initiative which impacts the following functions:

- Transportation Pay
- Retiree and Annuitant Pay
- Civilian Pay
- Military Pay
- Vendor Pay

Supporting System Architecture

The Operation Mongoose initiative receives source data from the following systems:

Source of Data	Data Supplied	Rating
Various-Contract Systems	Through DMDC	Sometimes Timely and Sometimes Accurate
Various-Accounting Systems	Through DMDC	Sometimes Timely and Sometimes Accurate
Various-Disbursing Systems	Through DMDC	Sometimes Timely and Sometimes Accurate
Various-Personnel Systems	Through DMDC	Sometimes Timely and Sometimes Accurate

The Operation Mongoose initiative transmits data to the following system:

Destination	Data Supplied	Rating
OPRs	Various Reports	Sometimes Timely Sometimes Accurate

Milestones

The following milestones apply to the Operation Mongoose initiative:

Action	Begin Date	End Date
Need Established	Sep 94	ongoing
Detection of overpayments & fraud	ongoing	ongoing
Permanent Staff	Oct 96	ongoing
Data Mining Initiative	Aug 97	Jul 98
Congressional Approval	Oct 97	Oct 03
Report to Congress	Nov 97	Dec 97

Resource Requirements

The following are implementation costs for the Operation Mongoose initiative in then years and millions:

FY97	FY98	FY99	FY00	FY01	FY02	FY03
\$4.0	\$3.0	\$3.0	\$3.1	\$3.2	\$3.3	\$3.3

Implementation costs prior to FY 1997 are not available since they are embedded in other organizational costs.

Benefits

The following are the quantitative benefits of the Operation Mongoose initiative:

FY98	FY99	FY00	FY01	FY02	FY03
\$7.2	\$8.0	\$8.0	\$8.0	\$8.0	\$8.0

The following are qualitative benefits of the Operation Mongoose initiative:

- show that the Department is serious about stopping fraud
- reducing financial losses due to fraudulent payments
- improving the internal controls within the Department's financial and accounting systems

The Operation Mongoose initiative has already pinpointed some internal control weaknesses that have resulted in system and procedural changes in pay entitlement and vendor payment.

The Operation Mongoose initiative reports results to functional managers in the following areas:

- Transportation Pay
- Retiree and Annuitant Pay
- Civilian Pay
- Vendor Pay
- Military Pay

Obligation/Disbursement Percentage Rates

Description The Obligation/Disbursement Percentage Rates initiative is used for Research, Development, Test and Evaluation (RDT&E) appropriations throughout the Military Departments and Defense Agencies. The 1002 Reports are e-mailed in raw data form. Data is separated per the columns, such as “Program Since Inception” and “Obligations Current Year”. Data is analyzed using percentages, such as percent disbursed versus obligated. “Funding Available for Obligation” is checked against current records along with other columns to include program element titles.

Source of Discovery of Nonconformance The source of discovery of nonconformance for the Obligation and Disbursement Percentage Rates initiative is general process improvement.

Responsible Manager The Obligation and Disbursement Percentage Rates’ office of primary responsibility and responsible manager are:

Program Analysis
Program Manager
 Robert Tuohy

DSN:
 Comm: (703) 693-2978
 Fax:
 E-mail:

Functional Category The Obligation and Disbursement Percentage Rates is a system level initiative that impacts the following functions:

- resource planning and reporting
- cost accounting functions

Supporting System Architecture The following identifies the manual and automated data sources related to the initiative and the data sent from the initiative.

Source/Transmitted	Data Supplied	Rating
1002 Reports Air Force and Defense Wide	Program Funds, Obligations, Disbursement	Timely and Sometimes Accurate
1002 Reports Navy and Army	Program Funds, Obligations, Disbursement	Untimely and Sometimes Accurate

DDR&E(PA)	1002 Report Air Force	Timely and Sometimes Accurate
DDR&E(PA)	1002 Report Defense Wide	Timely and Sometimes Accurate

Operating Location Military Construction (OPMILCON)

Description	<p>The Operating Location Military Construction (OPMILCON) initiative provides upgraded facilities for the Defense Finance and Accounting Service (DFAS) Operating Locations (OPLOCs) where needed to facilitate consolidation.</p> <p>The OPMILCON initiative will focus on consolidating locations. The OPMILCON initiative is part of the larger Consolidation (CONSOL) initiative.</p>
Title and Description of Nonconformance	<p>The OPMILCON initiative corrects weaknesses that impact financial operations or data that involves:</p> <ul style="list-style-type: none"> • availability of planned facilities • congressional legislation • administrative policies
Source of Discovery of Nonconformance	<p>The source of discovery of nonconformance for the OPMILCON initiative was the recognized need due to consolidation efforts.</p>
Impact on Current Operations	<p>The OPMILCON initiative will provide adequate administrative space for the consolidation of the DFAS activities. In order to achieve these goals, facilities are required that will allow consolidation of numerous scattered sites. Economic analyses were conducted for each site. Alternatives considered included new construction, renovation, and GSA lease.</p>
Objectives	<p>The OPMILCON initiative will enhance DoD owned OPLOC facilities where necessary to promote productivity and habitability.</p>
Responsible Manager	<p>The OPMILCON office of primary responsibility and responsible manager are:</p> <p>DFAS-HQ/M <u>Program Manager</u> Robert McNamara</p> <p>DSN: 327-5141 Comm: (703) 607-5141 Fax: (703) 602-2305 E-mail:</p>

Functional Category The OPMILCON initiative is a functional level initiative that impacts the Workplace Improvements function.

Supporting System Architecture In order to achieve savings through consolidation and standardization of the Department's finance and accounting policies, operations, and systems, facilities are required that will allow consolidation of numerous scattered sites. Economic analysis was conducted for each site. Alternatives considered included new construction, renovation, and GSA lease.

Milestones The following milestones apply to the OPMILCON initiative:

Action	End Date
OPMILCON initiative begins.	FY 94
Construction contracts began for Charleston, Dayton, Omaha, Orlando, and Rock Island.	FY 97
Construction completed for Orlando (3/97 - 9/98).	Sep 98
Construction contracts begin for Honolulu, Lawton, Memphis, Rome, San Bernardino, Norfolk and Limestone.	FY 98
Construction completed for Charleston.	FY 98
Construction completed for Dayton, Omaha, and Rock Island.	FY 99
Construction completed for Honolulu, Memphis, Rome, San Bernardino, Norfolk, and Limestone.	FY 00
Construction completed for Lawton.	Apr 01

Resource Requirements The following performance measures are critical to the OPMILCON initiative:

- design meetings at 35 percent, 60 percent and 95 percent
- construction award within appropriated amount
- construction review meetings prior to completion of each phase
- construction activities not detrimental to finance and accounting activities

The following are implementation costs for OPMILCON (in then years and millions):

The total investment through September 30, 1997 is \$85.3 million.

FY98	FY99	FY00	FY01	FY02	FY03
\$29.7					

Benefits

The following are the qualitative benefits of the OPMILCON initiative:

- provide modern office environment for finance and accounting activities
 - provide quality infrastructure of facilities
 - reduce facility operating costs
-

OSD Information Technology Program (OSDITP)

Description	<p>The OSD Information Technology Program (OSDITP) initiative integrated three separate databases into one, eliminating duplicate data and enabling cradle to grave tracking and management of information technology equipment and services. Previously there was a request for services database, a contract management database, and an inventory database.</p> <p>Through use of a common component control number assigned by the component to each ordering action, items being purchased are now tracked through contracting and delivery of goods into the active inventory.</p>
Source of Discovery of Nonconformance	<p>The source of discovery of nonconformance for the OSDITP initiative is general process improvement.</p>
Objectives	<p>The objectives of the OSDITP initiative were accomplished by integrating three separate databases into one, eliminating duplicate data, and enabling cradle to grave tracking and management of IT equipment and services.</p>
Responsible Manager	<p>The OSDITP office of primary responsibility and responsible manager are:</p> <p>Directorate for Information, Operations & Reports <u>Program Manager</u> Jerry Wilkens</p> <p>DSN: Comm: (703) 604-1503 Fax: E-mail:</p>
Functional Category	<p>The OSDITP is a system level initiative that impact the following functions:</p> <ul style="list-style-type: none"> • Inventory • Tracking and Accounting • Procurement • Resource Planning and Reporting

Supporting System Architecture

The following identifies the manual and automated data sources related to the initiative and the data sent from the initiative.

Source	Data Supplied	Rating
OSD & WHS Components	Inventory of ADP Equipment	Sometimes Timely and Sometimes Accurate
DISA/DARMP	Inventory of ADP Equipment	Timely and Accurate
Web site	Financial and Procurement	Timely and Accurate

Milestones

The table below shows the major milestones associated with the OSDITP initiative.

Action	End Date
Need Established	Aug 96
Project Implemented	Sep 96
Completion	Dec 97

Benefits

The qualitative benefits of the OSDITP initiative are as follows:

- improves internal control of equipment inventory by tying purchases to inventory
- eliminates duplicate data input
- facilitates rapid gathering of financial, procurement and inventory data
- makes tracking and status information readily available
- enhances financial reporting to component organizations
- enables ready web site access to financial and procurement status reports by component organizations
- allows for easy response to queries from senior decision makers, the Congress, and other staff

PeopleSoft

Description

PeopleSoft is a commercial-off-the-shelf (COTS) product that will be used to consolidate and standardize personnel policy across Intelligence components of the Military Departments and the Defense Agencies, and replace aging HRMS systems with a single integrated Year 2000 compliant system. The project will involve changing the Defense Intelligence Agency's (DIA) military and civilian processes related to staffing, position management, personnel input to payroll, manpower, training and career development, and skill management and personnel security.

The PeopleSoft initiative will focus on the following:

- reengineering business processes
- consolidating and standardizing systems
- standardizing and warehousing data
- integrating with other communities
- improving infrastructure (personnel)
- improving data accuracy

**Title and
Description of
Nonconformance**

The PeopleSoft initiative corrects weaknesses that have a critical impact on financial operations or data that impact inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness in the following areas:

- data accuracy
- ability to integrate with other communities
- internal controls
- compliancy with regulations

**Source of Discovery
of Nonconformance**

General process improvement is the source of discovery of nonconformance for the PeopleSoft initiative.

Objectives

The objective of the PeopleSoft initiative is to consolidate and standardize personnel policy within all Military Departments and Defense Agencies.

Responsible Manager

The PeopleSoft office of primary responsibility office and responsible manager are:

DAH/DAS
Program Manager
 Tom Foster

DSN:
 Comm: (202) 231-8488
 Fax:
 E-mail:

Functional Category

The PeopleSoft initiative is a cross-functional level initiative impacts the Personnel function.

Milestones

The following milestones apply to the PeopleSoft initiative:

Action	Begin Date	End Date
Need Established	Aug 97	
Purchased PeopleSoft software	Dec 97	
Training of functional/technical people	Jan 97	continuous
Fit Sessions	Apr 98	Jul 98
Release 1: Position Management, Compensation Benefits, SF 50/52's, IDP and Career Development Track	Apr 97	Oct 98
Release 2: External training, hiring, recruitment, assignments and performance management	Dec 98	Dec 98
Release 3: Employee relations, personnel security, military personnel data and health.	Apr 99	Apr 99
Release 4: Student Administration	Jul 99	Jul 99
Release 5: Full operating capability	Dec 00	Dec 00
Completion	Dec 00	Dec 00

Benefits

The following are the qualitative benefits for the PeopleSoft initiative:

- present HRMS systems will be replaced with an integrated, state-of-the-art Y2K compliant system
- DIA/NIMA/NSA will have standardized system with functionality to support IC personnel reform initiatives
- automated human resources business processes will result in better business practices

Point of Sale – Modernization (POS-M)

Description	<p>The Point of Sale – Modernization (POS-M) creates a single, consistent architecture that adheres to open systems standards, greatly reducing the Defense Commissary Agency’s (DeCA’s) support burden. The POS-M will also produce results in implementing a Year 2000 (Y2K) compliant system. The POS-M initiative will focus on consolidating and standardizing systems.</p> <p>The POS-M standardization and compliancy initiative processes customer purchases, captures sales and financial data from purchases, produces management reports, and provides information to other Defense Commissary Agency (DeCA) business systems.</p>
Title and Description of Nonconformance	<p>There are no weaknesses that have a critical impact on financial operations for the POS-M standardization and compliancy initiative to correct.</p>
Source of Discovery of Nonconformance	<p>The action prompting the POS-M standardization and compliancy initiative was general process improvement.</p>
Objectives	<p>The POS-M standardization and compliancy initiative will produce results in implementing a Year 2000 (Y2K) compliant system.</p>
Responsible Manager	<p>The POS-M standardization and compliancy initiative office of primary responsibility and responsible manager are:</p> <p>Information Management <u>Program Manager</u> John Goodman</p> <p>DSN: 539-3832 Comm: (804) 734-8833 Fax: (804) 765-3218 E-mail: GoodmanJd@HqLee.deca.mil</p>
Functional Category	<p>The POS-M standardization and compliancy initiative is a function level initiative that impacts, Inventory Tracking and Accounting.</p>

Supporting System Architecture

The POS-M standardization and compliancy initiative receives source data from the following systems:

Source	Data Supplied	Rating
BCS	Defense Travel System (DTS) Honored Checks	Timely and Accurate
DeCA Interim Business Systems (DIBS)	Prices	Timely and Accurate

The POS-M standardization and compliancy initiative transmits data to the following systems:

Source	Data Supplied	Rating
Store Item Management and Merchandise Support System (SIMMSS)	Item Movement Data	Timely and Accurate
Industry	Item Movement Data	Timely and Accurate
Standard Procurement System (SPS)	Debit or Credit Card Requests	Timely and Accurate

Milestones

The following milestones apply to the POS-M standardization and compliancy initiative:

Action	Begin Date	End Date
Need Established	Apr 93	Aug 93
Deployment	Nov 96	Dec 98
Completion of Contract		Jan 04

Benefits

The following are qualitative benefits (process improvement benefits) for the POS-M standardization and compliancy initiative:

- increases the number of payment methods accepted in commissaries
 - reduces the amount of time commissaries spend reconciling close-of-business totals and preparing deposit forms
 - enables use of wireless cash registers during commissary sidewalk sales to monitor moneys collected and goods sold
 - captures all transactions electronically (electronic journaling), simplifying the auditing of a commissary or cashier
 - provides extensive cashier productivity and security information
 - allows “just-in-time” inventory replenishment strategy capability
 - capability to perform “end-to-end” network management (diagnosing problems, trouble shooting, and maintenance of all DeCA sites from remote locations)
 - creates a single, consistent architecture that adheres to open systems standards, greatly reducing DeCA’s support burden
 - characteristics of the new Point of Sale (POS) system include simplicity, speed, acceptability, reusability, accuracy, reliability, adaptability, quality, service life, and versatility
-

Procurement Request Information System (PRISM) Project

Description	<p>The Procurement Request Information System (PRISM) is being implemented within procurement and contracts. PRISM is an automated method of collecting contract administration. PRISM eliminates manual record keeping, and allows payments and management report information to be developed, and awarded as contracts.</p> <p>The PRISM initiative will focus on the following:</p> <ul style="list-style-type: none"> • consolidating and standardizing systems • standardizing and warehousing data • improving data accuracy
Title and Description of Nonconformance	<p>The PRISM initiative corrects weaknesses that have a critical impact on financial operations or data that impact inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness in the following areas:</p> <ul style="list-style-type: none"> • data accuracy • ability to integrate with other communities
Source of Discovery of Nonconformance	<p>The action that prompted the PRISM initiative was general process improvement.</p>
Objective	<p>The objective of the PRISM initiative is to eliminate manual record keeping.</p>
Responsible Manager	<p>The PRISM office of primary responsibility and the responsible manager are:</p> <p>National Imagery and Mapping Agency (NIMA) <u>Program Manager</u> Lynne Resowski</p> <p>DSN: Comm: (301) 227-5120 Fax: E-Mail: resowski@nima.mil</p>

**Functional
Category**

The PRISM initiative is a system level initiative that impacts the following functions:

- Procurement
 - Accounts Payable
 - Disbursing
-

Resource Analysis Decision Support System (RADSS)

Description

The Resource Analysis Decision Support System (RADSS) is a general process improvement initiative designed to eliminate manual processes and locally developed systems. RADSS provides a consolidated source of unit cost, manpower, budget, and work count information for the DFAS community including the Headquarters, the Centers, the Operating Locations (OPLOCS), the Infrastructure Services Organization (ISO), and USD(C).

The RADSS initiative will focus on the following:

- standardizing and warehousing data
- accessing internal controls
- improving data accuracy

**Title and
Description of
Nonconformance**

The following weaknesses critically impact financial operations:

- data accuracy
- internal controls

The results of these weaknesses are inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness.

**Impact on Current
Operations**

RADSS is a general process improvement designed to eliminate manual processes and locally developed systems. RADSS will correct data inaccuracy, improve internal controls, and standardize reports.

Objectives

The following are objectives of the RADSS initiative:

- provides one consolidated source of information thus eliminating fragmented data sources, lengthy delays and missing data
- automates, improves, and standardizes the budget process, thereby creating a more efficient, less expensive process
- reduces the time expended to produce and accomplish the administrative functions of the budget process and increase the time allotted for analysis
- links authorized positions to on-board civilian and military personnel and provide useful manpower data for query and reporting purposes for multiple business areas
- automates, improves, and standardizes the workcount process
- produces “auditable” and reconcilable workcounts and provide a more accurate basis for billing

Responsible Manager

The RADSS office of primary responsibility and responsible manager are:

DFAS-HQ
Program Manager
 Scott Chellberg

DSN: 327-5170
 Comm: (703) 607-5170
 FAX: (703) 607-0635
 E-mail: schellbe@cleveland.dfas.mil

Functional Category

The RADSS initiative is a function level initiative that impacts the Resource Planning and Reporting function.

Supporting System Architecture

The RADSS initiative receives source data from the following systems:

Source Data	Data Supplied	Rating
Defense Business Management System (DBMS)	Unit Cost	Timely and Sometimes Accurate
DBMS	Manpower	Timely and Inaccurate

The RADSS initiative transmits data to the following system:

Destination	Data Supplied	Rating
Automated Billing System (ABS)	Work Count, Billing Data	Timely and Accurate

Note: RADSS is in the process of developing a system change that will eliminate the reliance on DBMS for Manpower data. The estimated implementation date is October 1998, and RADSS ends the Manpower data exchange with DBMS.

Milestones

The Department has the following milestones for RADSS:

Action	Begin Date	End Date
Need Established	Dec 93	
Development, Fielding/Deployment: Unit Cost module, initial implementation/release	Dec 93	Mar 95
Development, Fielding/Deployment: Automated Budget Formulation module, initial implementation/release	Nov 95	Jun 97
Development, Fielding/Deployment: Manpower module, initial implementation/release	Jun 95	Jun 97
Development, Fielding/Deployment: Automated Work Count module, initial implementation/release	Jan 96	Apr 98
Follow-on releases/enhancements	Apr 95	Sep 01
Operational/Production Support and Software Maintenance	Apr 95	Sep 09
Completion		Sep 09

Resource Requirements

The following are implementation costs for the RADSS initiative in then years and millions:

The total investment cost through September 30, 1997 is \$8.6 million.

FY98	FY99	FY00	FY01	FY02	FY03
\$2.7	\$0.3	\$2.3	\$1.8	\$1.5	\$1.5

The following are full time staffing requirements for the RADSS initiative:

FY98	FY99	FY00	FY01	FY02	FY03
48	48	48	48	39	30

Benefits

The following are quantitative benefits of the RADSS initiative in then years and in millions:

The total savings and benefits of the RADSS initiative prior to September 30, 1997 is \$0.11 million.

FY 98	FY 99	FY 00	FY 01	FY 02	FY 03
\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11

The following are qualitative benefits of the RADSS initiative:

- provides single, integrated system satisfying unit cost, manpower, budgetary, and work count needs
 - provides analytical tools to improve the accuracy and relevancy of unit cost, manpower, budget, and work count data
 - provides managers the tool and data needed to practice pro-active management in place of re-active management
 - replaces numerous home-grown systems and manually-intensive processes with one standard system
 - reduces the time expended to produce and accomplish the administrative functions of the unit cost, manpower, budget, and workcount processes and increase the time allotted for analysis
-

Regionalization and Systems Modernization

Description

The Defense Civilian Personnel Data System (DCPDS) Modernization Program is an aggressive, multi-year, incremental program to establish a single civilian personnel information system. This program links with the Department's Regionalization Program. Regionalization consolidates civilian personnel operations across the Department into regional service centers (RSCs) and installation-level customer support units (CSUs). The modern DCPDS will support the regionalization of civilian personnel operations, linking offices and providing new capabilities to enhance personnel operations.

The Regionalization and System Modernization initiative will focus on:

- consolidation of civilian personnel operations across the Department of Defense
- development of an improved civilian personnel information system that uses modern technology and supports the DoD regional structure

Title and Description of Nonconformance

The Regionalization and Systems Modernization initiative corrects weakness that have a critical impact on financial operations or data that impact inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness in the area of the ability to integrate with other communities.

Objectives

The objective of Regionalization and Systems Modernization initiative is to support the regionalization of civilian personnel operations, linking offices and providing new capabilities to enhance personnel operations.

Responsible Manager

The Regionalization and Systems Modernization office of primary responsibility and responsible manager are:

Defense Civilian Personnel Management Service (CPMS)
Program Manager
 Linda M. McCullar

DSN:
 Comm: (703) 696-1760
 Fax:
 E-mail: linda.mccullar@cpms.osd.mil

Functional Category

The DCPDS initiative is a functional level initiative that impacts the following functions:

- Personnel
- Civilian Pay

Supporting System Architecture

The Regionalization and Systems Modernization initiative receives data from the following system:

Source	Data Supplied	Rating
DCPS	Payroll	Timely and Accurate

The Regionalization and Systems Modernization initiative transmits data to the following system:

Source	Data Supplied	Rating
DCPS	Payroll	Timely and Accurate

Milestones

The following milestones apply to the Regionalization and Systems Modernization initiative.

Action	Begin Date	End Date
Mission Need Statement (MNS)	Mar 95	
MAISRC Milestone 0	Mar 95	May 95
COTS Software Decision for DCPDS	Mar 95	Sep 95
MAISRC Milestone I Approval	Jun 95	May 96
Critical Design Review (Increment II)	Oct 96	Dec 96
Critical Design Review (Increment III)	Jul 97	Sep 97
Critical Design Review and Completion of Software Baseline	Nov 97	Jan 98
Unit Testing	Jan 98	Mar 98
Integration Testing	Jun 98	Jul 98
System Qualification Test, Qualification Operational Test and Evaluation (QOT&E)	Jul 98	Sep 98
Initial Operating Capability (IOC) deployments (test sites)	Oct 98	Nov 98
QOT&E, phase II, conducted at IOC Sites	Jan 99	Mar 99

AFOTEC Report on QOT&E	Mar 99	May 99
MAISRC Milestone III Approval	Mar 99	May 99
Full Deployment	Jun 99	Mar 00
Completion – Full Operating Capability (FOC)		Mar 00

Benefits

The qualitative benefits of the Regionalization and Systems Modernization initiative include:

- improved responsiveness to customers
 - quality and timeliness of personnel and benefits information being provided to employees, managers, and supervisors
 - data provided to the Defense Civilian Pay System (DCPS); in addition, the modern DCPDS will be easier to use, reduce reliance on paper work, reduce redundant operations, and will extend access to managers, supervisors, and employees, resulting in fewer employees performing personnel functions
-

Standard Automated Voucher Examination System (SAVES)

Description	<p>The Standard Automated Voucher Examination System (SAVES) will produce results in the area of implementing a Year 2000 (Y2K) compliant system. The SAVES compliancy initiative is automated support for the contract and bill paying functions.</p> <p>The processes for SAVES compliancy initiative include:</p> <ul style="list-style-type: none"> • receipt entry • invoice entry • contract establishment and modification • overpayment and collection processing • credit and collection processing • error corrections <p>The SAVES compliancy initiative will focus on consolidating and standardizing systems.</p>
Title and Description of Nonconformance	<p>There are no weaknesses for the SAVES compliancy initiative to correct that have a critical impact on financial operations.</p>
Source of Discovery of Nonconformance	<p>The action prompting the SAVES compliancy initiative was general process improvement.</p>
Objectives	<p>The SAVES compliancy initiative will produce results in the area of implementing a Year 2000 (Y2K) compliant system.</p>
Responsible Manager	<p>The SAVES compliancy initiative office of primary responsibility and responsible manager are:</p> <p>Resource Management <u>Program Manager</u> Kay Walker</p> <p>DSN: Comm: (804) 734-8352 Fax: (804) 734-8243 E-mail: walkerap@HqLee.deca.mil</p>

Functional Category

The SAVES compliancy initiative is a function level initiative that impacts, Accounts Payable.

Supporting System Architecture

The SAVES compliancy initiative receives source data from the following systems:

Source	Data Supplied	Rating
Electronic Data Interchange (EDI)	Invoices	Timely and Accurate
DECA Interim Business Systems (DIBS)	Financial Data	Timely and Accurate

The SAVES compliancy initiative transmits data to the following

Destination	Data Supplied	Rating
Accounting and Inventory Management System (AIMS)	Financial Inventory	Timely and Accurate
ACSS	Inventory	Timely and Accurate
DECA Interim Business Systems (DIBS)	Contract File Maintenance	Timely and Accurate

Supply Chain Management (SCM)

Description	The Supply Chain Management (SCM) initiative reengineers the supply chain management process to replace cumbersome and fragmented efforts of managing inventories and stock supplies.
Title and Description of Nonconformance	<p>The SCM initiative corrects weaknesses that have a critical impact on financial operations or data that impacts inefficient and unnecessary procedures that result in the reduction of operational readiness or effectiveness in the following areas:</p> <ul style="list-style-type: none"> • data accuracy • internal controls • ability to integrate with other communities
Source of Discovery of Nonconformance	<p>The sources of discovery of nonconformance for the SCM initiative are:</p> <ul style="list-style-type: none"> • audit findings • general process improvement
Objectives	The SCM initiative objective is to reengineer its processes to make it more efficient in managing inventories and stock supplies.
Responsible Manager	<p>The SCM office of primary responsibility and responsible manager are:</p> <p>NSA/S7 <u>Program Manager</u> Bernie Younger</p> <p>DSN: Comm: (703) 977-7712 Fax: E-mail:</p>
Functional Category	<p>The Supply Chain Management initiative is a system level initiative that impacts the following functions:</p> <ul style="list-style-type: none"> • Inventory Tracking and Accounting • Procurement • Resource Planning and Reporting

- Cost Accounting
- Receivables and Collections
- Personal and Real Property Tracking and Accounting
- Accounts Payable
- Disbursing

Supporting System Architecture

The SCM initiative receives source data from the following systems:

Source	Data Supplied	Rating
People Soft (SCM)	Acquisition-Movement of Supplies	Timely and Accurate
Vendors	Catalog, Acquisition	Timely and Accurate
General Accounting System	Spending Limit	Timely and Accurate

The SCM initiative transmits data to the following systems:

Transmitted	Data Supplied	Rating
Bison and BMS	Fund Cite, Acquisition	Timely and Accurate
General Accounting System	Customer Supply Usage Cost	Timely and Accurate
Vendors	Purchase Orders	Timely and Accurate
DPAS	Plant Property	Timely and Accurate

Milestones

The following milestones apply to the SCM initiative.

Action	Begin Date	End Date
Acquired People Soft SCM COTS software purchasing and financial modules configured and activated	Jan 97	Jan 97
IOC – MPCC capability for two selected organizations inventory	Sep 97	Sep 98
Inventory module configured and activated, consolidation	Sep 98	Sep 99
Order Management module configured and activated	Sep 99	Sep 00
Enterprise Planning module configured activated	Sep 99	Sep 01
Process extended worldwide	Sep 01	Sep 02
Completion		Feb 02

Benefits

The following are qualitative benefits of the SCM initiative:

- ability to interface with existing systems
 - provide customers and process owners one avenue for status through the SCM process
 - provide Information Technology (IT) solutions worldwide visibility of all agency inventory
-

Standard Data Implementation Strategy (SDIS)

Description

The Standard Data Implementation Strategy (SDIS) is not system specific. The overarching purpose of this initiative is to support the Department's Data Administration program.

The SDIS initiative will focus on the following:

- standardizing and warehousing data
- integrating with other communities
- improving data accuracy

Responsible Manager

The SDIS office of primary responsibility and responsible manager are:

Defense Finance and Accounting Service
Program Manager
 Bruce O. Brown

DSN:

Comm: (703) 607-1911

Fax:

E-mail: bobrown@cleveland.dfas.mil

Resource Requirements

The following are implementation costs for SDIS initiative in then years and millions.

The total investment through September 30, 1997 is \$7.0 million.

FY98	FY99	FY00	FY01	FY02	FY03
\$1.8	\$1.8	\$1.8	\$1.8	\$1.8	\$1.8

The following are full time staffing requirements for SDIS initiative:

FY98	FY99	FY00	FY01	FY02	FY03
11	11	11	11	11	11

Systems Inventory Database (SID)

Description

The Systems Inventory Database (SID) provides the DFAS with an inventory of all DoD financial management systems and the DFAS administrative systems. The SID carries information concerning a system's functional capability, Federal Managers' Financial Integrity Act (FMFIA) status, and technical environment. The SID meets the requirement of OMB Circular A-127, which requires each federal department to maintain an inventory of its financial management systems.

**Title and
Description of
Nonconformance**

Using SID, the Department reported 249 systems in its FY 1995 annual financial management systems inventory to OMB. However, this did not include many systems that the Department relies on to produce financial management information and reports. A complete inventory is a critical step in efforts to correct its long-standing financial systems deficiencies and develop a reliable, integrated financial management system. These deficiencies have been a major factor contributing to the Department's inability to fulfill its stewardship responsibilities for its resources including maintaining control over specific assets, such as shipboard supplies and weapons systems, and over its expenditures, such as payroll and contract payments.

In addition, the DoD Inspector General (IG) recently reported that (1) the overarching deficiency that prevented auditors from rendering audit opinions on FY 1995 DoD general fund financial statements was the lack of adequate accounting systems and (2) disclaimers of opinion can most likely be expected until the next century.

**Source of Discovery
of Nonconformance**

The source of discovery of nonconformance for the System Inventory Database (SID) initiative is a recognized need to produce a complete inventory of financial management systems that correct the Department's long-standing financial system deficiencies, and develop a reliable, integrated financial management system.

**Impact on Current
Operations**

The database includes both financial and mixed systems; and currently there are some 70 mixed systems in the inventory.

The systems listed in the SID have gone through an established formal process for being classified and certified as a financial system prior to being included in the inventory. The identification process is continuous. There are 682 additional systems that have failed to

	satisfactorily complete the required process and qualify as a legitimate financial system.
Objectives	The objective of the SID initiative is to provide a comprehensive inventory of financial management systems used to produce financial management information and reports.
Responsible Manager	<p>The SID office of primary responsibility and responsible manager are:</p> <p>DFAS-HQ/S <u>Program Manager</u> Brad Smith</p> <p>DSN: 327-3957 Comm: (703) 607-1911 Fax: (703) 607-3977 E-mail:</p>
Functional Category	The SID initiative is a function level initiative that impacts the Management Information function.
Supporting System Architecture	<p>The supporting system architecture for the SID initiative includes:</p> <ul style="list-style-type: none"> • 32 migratory and interim migratory systems • 69 active DFAS FMFIA Section 4 systems • 103 active Non-DFAS FMFIA Section 4 systems • 149 active DFAS FMFIA Section 4, Administrative, Mixed and all Capitalized Systems (includes systems under development) <p>The SID initiative has a formal process with specific criteria that must be met prior to a system being certified into the database. This is used for the Department's FMFIA Section 4 reporting purposes.</p> <p>The Department plans to review the Defense Integration Support Tools (DIST) database to determine if any of the systems should be included in its SID.</p>

Milestones

The following milestones apply to the SID initiative:

Action	End Date
The Department plans to review the Defense Integration Support Tools (DIST) to determine if any of these systems should be included in its SID.	FY 97
All feeder system interfaces should be stored in SID	Aug 98

Benefits

The SID initiative is a step forward in the Department's effort to correct long-standing financial systems deficiencies and develop a reliable, integrated financial management system.

Standard Procurement System (SPS)

Description

The Standard Procurement System (SPS) is a Department of Defense (DoD) mandated contracting program. The Uniformed Services University of the Health Sciences (USUHS) is using SPS in a stand-alone operation.

The SPS Implementation initiative will focus on consolidating and standardizing systems.

Objectives

The objectives of the SPS Implementation initiative are to:

- implement Y2K compliant system
- become compliant with regulations

Responsible Manager

The SPS Implementation office of primary responsibility and responsible manager are:

Uniformed Services University of the Sciences
Program Manager
 Robert M. Parker

DSN:
 Comm: (301) 295-3287
 Fax:
 E-mail: parker@usuhs.mil

Functional Category

The SPS Implementation initiative is a function level initiative that impacts the Procurement functions.

Supporting System Architecture

The SPS Implementation initiative receives source data from the following systems:

Source	Data Supplied	Rating
College and University Financial System	Requisition (Commitment)	Timely and Accurate

The SPS Implementation initiative transmits data to the following systems:

Destination	Data Supplied	Rating
College and University Financial System	Contract (Obligation)	Timely and Accurate

Milestones

The following milestones apply to the SPS Implementation initiative.

Action	Begin Date	End Date
Need Established	Jul 97	
Install SPS	Sep 97	Oct 97
Upgrade SPS Version 3.5	Dec 97	Jan 98
Training	Feb 98	Feb 98
Completion		Mar 98

Transportation Commercial Activities (TRANS-CA)

Description

The Transportation Commercial Activities (TRANS-CA) initiative conducts a program cost comparison study under OMB Circular A-76 to determine the most cost effective manner to perform transportation accounting functions.

The TRANS-CA initiative compares the cost of performing transportation accounting functions between Department of Defense (DoD) employees and prospective contractors, and to determine the most cost effective and productive means of accomplishing the work requirements.

Impact on Current Operations

The impact on current operations of the TRANS-CA initiative is that current functional organizations and their operations are neither efficient nor cost effective. This is caused by nonstandard accounting systems across the Military Departments. Other focal areas for evaluation and analysis include:

- personnel structures
 - management layering
 - supervisor to work ratios
 - redundancy and duplication of effort
-

Objectives

The objectives of the TRANS-CA initiative is to conduct a special study and analysis in accordance with

- OMB Circular A-76
 - DoDD 4100.15
 - DoDI 4100.33
 - Federal Acquisition Regulation (FAR)
-

Responsible Manager

The TRANS-CA office of primary responsibility and responsible manager are:

DFAS-HQ/F
Program Manager
 Kenneth Redding

DSN: 327-1554
 Comm: (703) 607-1554
 Fax: (703) 607-2829
 E-mail:

Milestones

The following milestones apply to the TRANS-CA initiative:

Action	Begin Date
Completed Site Visits	May 97
Assimilate and Analyze "as-is" Data	Oct 97
Conduct Bidders Conference	Oct 98
Implement Commercial Operations	Oct 00

Resource Requirements

The following are implementation costs for the TRANS-CA initiative in then years and in millions:

The total investment through September 30, 1997 is \$27.5 million.

FY98	FY99	FY00	FY01	FY02	FY03
\$9.9	\$9.7	\$7.6	\$7.8	\$7.9	\$8.1
FY04	FY05				
\$8.1	\$8.1				

Benefits

The following are qualitative benefits of the TRANS-CA initiative:

- reduced costs of recurring support operations
- increased functional productivity
- reduced agency general and administrative expenses

Travel Manager Plus (TMP)

Description

The Travel Manager Plus (TMP) initiative is designed to simplify and reduce the processing cycle time associated with TDY travel documents by providing a paperless and integrated system that improves accuracy.

The TMP initiative will focus on:

- reengineering the business process
- improving data accuracy

Source of Discovery of Nonconformance

The TMP initiative sources of discovery of nonconformance are:

- auditing findings
- general process improvement

Objectives

The objective of the TMP initiative is to reduce the process and reimbursement time for travel voucher documents by over 50 percent.

Responsible Manager

The TMP office of primary responsibility and responsible manager are:

NIMA
Program Manager
 Jan Christensen

DSN:
 Comm: (703) 275-8483
 Fax:
 E-mail: christej@nima.mil

Functional Category

The TMP initiative is a system level initiative that impacts the following functions:

- Cost Accounting
- Travel Pay
- Disbursing
- Travel Reimbursement

TMP is part of the larger Departmental Travel Reengineering initiative for the Defense Travel System (DTS).

Milestones

The following milestones apply to the Travel Reengineering initiative:

Action	Begin Date	End Date
Need Established	Jan 95	
Fielding	May 98	
Completion		Aug 99

Travel Reengineering

Description	<p>The Travel Reengineering initiative provides an end-to-end automated process from request through travel reimbursement. The Travel Reengineering initiative offers the following services:</p> <ul style="list-style-type: none"> • one-line flight hotel and rental car access • policy embedded software • electronic routing for approvals • pre-populated expense reports • automated reimbursement • computation and electronic disbursements for reimbursement
Source of Discovery of Nonconformance	<p>The Travel Reengineering initiative sources of discovery of nonconformance are:</p> <ul style="list-style-type: none"> • general process improvement • National Performance Review (NPR) Reinvention Lab
Objectives	<p>The objective of the Travel Reengineering initiative is to reengineer travel within the National Security Agency.</p>
Responsible Manager	<p>The Travel Reengineering office of primary responsibility and responsible manager are:</p> <p>NSA/S73 <u>Program Manager</u> Chip Mahan</p> <p>DSN: 327-1554 Comm: (301) 977-7380 Fax: E-mail:</p>
Functional Category	<p>The Travel Reengineering initiative is a cross functional initiative that impacts the following functions:</p> <ul style="list-style-type: none"> • Cost Accounting • Accounts Payable • Disbursing • Travel Reimbursement

Supporting System Architecture The Travel Reengineering initiative receives source data from the following systems:

Source	Data Supplied	Rating
TREKS	Travel-Related	Timely and Accurate
TMDS	Financial Obligations	Timely and Accurate
GAC	Accounting System	Timely and Accurate

Milestones The following milestones apply to the Travel Reengineering initiative:

Action	Begin Date	End Date
Need Established (report published)	Nov 94	
Pilot	May 95	Oct 95
Award IT software contract	Jul 96	Jul 97
Alpha testing	Jun 98	Aug 98
Beta testing	Aug 98	Oct 98
IOC	Oct 98	Dec 98
FOC	Jan 99	Jul 99
Completion		Jul 99

Benefits The qualitative benefit of the Travel Reengineering initiative is that the system has been identified as a “best in class” model for travel management and has been made available to other government agencies.

WHS Allotment Accounting System (WAAS)

Description	<p>The WHS Allotment Accounting System (WAAS) initiative will strengthen internal controls and improve data accuracy while ensuring compliance with Key Accounting Requirements (KAR).</p> <p>The WAAS initiative will focus on the following:</p> <ul style="list-style-type: none"> • provide complete audit trail for funding transactions • interface with Defense Finance and Accounting System (DFAS) feeder systems • convert to standard government general ledger • provide reporting and clearance for Transaction-by-Others (TBO) disbursement
Title and Description of Nonconformance	<p>The WAAS initiative corrects weaknesses that have a critical impact on financial operations or data that impact mission impairment requiring excessive overrides, work-arounds, and manual intervention in the following areas:</p> <ul style="list-style-type: none"> • compliancy with regulations (Property Accounting) • ability to integrate with other communities
Source of Discovery of Nonconformance	<p>The sources of discovery of nonconformance for the WAAS initiative are:</p> <ul style="list-style-type: none"> • audit findings • general process improvement
Objectives	<p>The objectives of the WAAS initiative is to:</p> <ul style="list-style-type: none"> • strengthen internal controls • ensure compliance with all Key Accounting Requirements (KAR) • provide complete audit trail for funding transactions • improve accuracy of reported data • interface with Defense Finance and Accounting System (DFAS) feeder system • convert to standard government general ledger • provide reporting and clearance for TBO disbursements

Responsible Manager

The WAAS office of primary responsibility and responsible manager are:

Washington HQS Services, Budget and Finance

Program Manager

William Bader

DSN:

Comm: (703) 614-0971

Fax:

E-mail: Bbader@bfd.osd.milPhone

Functional Category

The WAAS initiative is a system level initiative that impacts the following functions:

- Cost Accounting
- Personal and Real Property Tracking and Accounting
- General Fund Accounting
- Revolving Funds Accounting

Supporting System Architecture

The WAAS initiative receives source data from the following systems:

Source	Data Supplied	Rating
Defense Civilian Pay System	Payroll	Timely and Sometimes Accurate
DFAS-IN (SRD1 File)	Disbursement	Sometimes Timely and Sometimes Accurate

The WAAS initiative transmits data to the following systems:

Destination	Data Supplied	Rating
DFAS-IN	Accounting Reports	Timely and Accurate
DFAS-IN	Trial Balances	Timely and Accurate
DFAS-IN	Disbursing File (Pre-Certifications)	Timely and Accurate
Budget Offices/RMO	Reports & Data Files	Timely and Accurate

Milestones

The following milestones apply to the WAAS initiative:

Action	Begin Date	End Date
Need Established	Apr 98	Jun 98
Improved Accuracy of Data Reported	May 98	Dec 99
Interfaces with DFAS-IN systems	Oct 98	Dec 99
Improved Audit Trails	May 98	Dec 99
Conversion to Stand Government General Ledger	Jul 98	Sep 98
Reporting & Clearance of TBOs	Jul 98	Sep 98
Prevalidation of Payments (Automated)	Jul 98	Jun 99
Compliance with Reporting (133 US 1176)	Oct 98	Jun 99
Migration to Defense Joint Accounting System	Oct 03	Oct 03

Benefits

The following are the qualitative benefits of the WAAS initiative:

- improved control over accounting for all WAAS customers
- conversion to DJAS in 2003
- improved accounting records

Year 2000 (Y2K)

Description

The Department of Defense (DoD) has computer software which uses two-digit date fields. Consequently, that computer software will be unable to differentiate between the years 1900 and 2000, which means sequencing of dates, date arithmetic, and date logic could be adversely affected.

The Year 2000 (Y2K) initiative is to ensure that all DoD applications, including hardware, executive software, and application software are Y2K compliant.

Objectives

The objectives of the Y2K initiative are to ensure that all DFAS systems are Y2K compliant by December 31, 1998. Compliance is defined as the ability to successfully process data containing dates in the 20th and 21st centuries.

Also, data can be processed separately or together, with no adverse effect on application functionality and with no impact on the customer or end user beyond adjustment to approved changes in procedures and data formats.

Responsible Manager

The Y2K office of primary responsibility and responsible manager are:

DFAS-HQ/S
Program Manager
Sharon Brustad

DSN: 699-5647
Comm: (317) 549-5647
Fax: (317) 549-5827
E-mail:

Benefits

The qualitative benefit of the Y2K initiative is the continued availability for all DoD finance, accounting and administrative automated information systems (AIS).
